

# **FY 2002 Annual Performance Plan**

## **FY 2000 Annual Performance Report**

### **Bureau of Indian Affairs**



**DEPARTMENT OF THE INTERIOR**





# Bureau of Indian Affairs

FY 2002 Annual Performance Plan  
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## **A COMMENT ON THE PERFORMANCE GOALS CONTAINED IN THIS DOCUMENT**

The goals that appear in the Fiscal Year 2002 Annual Performance Plan are based on the Department's most recent revision of its Government Performance and Results Act strategic plan. This strategic plan, which covers the period from Fiscal Year 2000 to Fiscal Year 2005, was completed under the guidance and direction of the previous Administration and, therefore, does not necessarily reflect the policies and management priorities of the current Administration.

During 2001, the Department will review and, where appropriate, revise the current strategic plan. This review process will incorporate the views and concerns of the Department's partners and constituencies and will, in some cases, be the basis for new or restated annual performance goals and measures to provide overall direction to Interior's programs and deliver program results.



DEPARTMENT OF THE INTERIOR  
BUREAU OF INDIAN AFFAIRS

The Bureau of Indian Affairs is the primary agency of the Federal Government charged with the responsibility to administer Federal Indian policy and to discharge the Federal Trust responsibility for American Indian Tribes, Alaska Native villages and Tribal organizations. Federal Indian policy and the Trust responsibility are derived from the special legal and political relationship between the Tribes and the Federal Government.

Hundreds of statutes, treaties, and court decisions dealing with Tribes dominate how the Federal Government and the Bureau deliver services, benefits and funds. The wide range of mandates and authorizations which the Bureau must rely on to administer Federal programs and policies sometimes conflict with one another. Performance management under the Government Performance and Result Act (GPRA) is a prime mechanism in ensuring that these programs are providing the best services possible to customers.

Efforts were given throughout FY 2000 to improve performance management in all Bureau programs. The FY 2000 Annual Performance Plan was refined to better reflect the program objectives of the Bureau as well as reporting measurements. The end result was that the FY 2000 Plan had 52 goals with 56 performance measures. While the level increased in the goal and measurement areas, it has greatly assisted in helping to refine and focus the efforts of the Bureau in meeting its mission goals.

The Bureau realized achievements in 34 of the 56 goal measures for Fiscal Year 2000. Included in these successful measures are *P.L. 93-638* training and technical assistance levels which are at their highest and Community Development programs which are exceeding their goals. The Bureau is making great strides in improving verification and validation procedures to provide accurate and substantial data in support of performance management. Program evaluation methods are being developed and refined to better review the services provided. Programs that are not fully achieving their target goal levels are being evaluated to determine more efficient program methods and procedures to allow for the best use of resources.

The FY 2002 Annual Plan is yet another important factor in improving Bureau performance on a nationwide scale and the Bureau will continue to strive to attain all the goals it sets forth.

Deputy Assistant Secretary  
Indian Affairs (Management)

## Bureau of Indian Affairs

### Leadership Responsibility

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# Executive Summary

The Bureau of Indian Affairs (Bureau) provides American Indians and Alaska Natives with a broad spectrum of critical and complex programs administered either by the Tribes themselves or the Bureau. Due to the complexity and far reaching realms of these programs, as well as the fact that the Bureau services individuals rather than just natural resources, performance planning for the Bureau may be the most challenging of all the agencies within the Department. The Bureau's mission and multiple goals contained in the FY 2000 Performance Report reflect the diversity and breadth of its responsibilities.

With the development of the Bureau's second year of performance reporting and the fourth year of plan development, the Bureau continues to improve its performance in goal setting, reporting and validation of data reported by its offices. While improvements have been made, the Bureau realizes that this is an evolving process that will require continued refinement to reach the outcome and achievement level needed. The FY 2000 Annual Plan had 52 goals with 56 measures that reflected the many programs operated by the Bureau. Of the 56 measures, 34 measures were achieved with 21 measures exceeding target levels and 22 measures were not achieved at the end of FY 2000.

Although some programs did not meet their projected goal targets, most of them did put forth a strong effort toward achievement and just slightly missed full attainment of the goal. Reviews of these programs and the goals themselves were conducted and the findings are guiding the Bureau on how to proceed within the programs to ensure goal attainment in future years. In some cases, the reviews determined that achievement simply could not be attained within current resources or that the goal as stated was not the appropriate measure for performance. Those goals have been discontinued in FY 2001.

In contrast, the Bureau did realize many successes, such as the goal to provide additional *P.L. 93- 638* training and technical assistance to promote Tribal self-determination. Training and technical assistance provides the Tribes with additional knowledge to assist in reducing contracting impediments and encouraging Tribal contracting and compacting of programs.

Additionally the Bureau's community and economic development efforts continue to achieve success. Education, job training, and public awareness are essential to Tribal people to allow them to gain the skills and knowledge necessary to obtain and keep jobs and achieve economic stability. The Bureau's *P.L. 102-477* program has been further expanded to include additional employment and training programs from other government agencies; the Indian Arts and Crafts Board has been very successful in promoting public awareness of authentic Indian arts, crafts, and artisans; and school replacement construction is successfully meeting its projected goals. Each of these items assists in improving the human and physical infrastructure of Tribal communities. In other areas, the Bureau's Office of Indian Education Programs continues to improve the proficiency of teachers and reduce violence in schools so that Bureau and Tribal schools can provide the best education possible to Indian children.

Within the area of Resources Management, Integrated Resource Management Plans (IRMPs) continue to exceed expectations. IRMPs are policy instruments that assist Tribal members and their communities in implementing the management of resources on their reservations. The creation and use of an IRMP by a Tribal government for the development and regulation of Tribal resources facilitates self-governance and assures sovereign control of valued assets.

To uphold Trust management responsibilities, the Bureau continues to implement trust management reform efforts. Trust evaluations are highly significant in ensuring that Tribal compacts are operated in compliance with Trust laws, regulations and policies and the Bureau is successfully conducting the projected number of evaluations annually. While the area of environmental audits had a small setback in FY 2000 due to external (non-Bureau) factors, the Bureau is resuming the projected audit schedule in FY 2001 and expects audits and corrective actions to take place as originally scheduled.

The Bureau will continue to improve its goals by moving from output-based goals to outcome goals. The primary obstacle to the establishment of outcome goals is the lack of readily available data to measure these outcomes. The Bureau must rely on what data and systems are already available and in place for collection and reporting. A statistical position has been established within the Bureau to assist in determining available data sources in relation to program outcomes to provide baseline and future reporting information.

Another strong focus area for the Bureau is the quality of services provided to customers. Performance planning itself is a start to improving services; however, the development of the individual program surveys outlined within the Administrative portion of the goals section is the first proactive step the Bureau has made to determine the baseline of customer needs since the overall Bureau survey was conducted in FY 1996. The Bureau

intends to use the survey results to develop corrective action plans for each program area, where applicable. The corrective actions will be outlined as goals to improve customer service within future performance plans.

The Bureau will also continue to improve data collection and validation methods to ensure that quality data is being utilized in evaluating program performance. Several programs have or are in the process of developing or revising reporting formats and procedures to ensure that the type of data being collected adheres to uniform standards on a Bureauwide basis. Some program offices are developing or refining existing internal automated systems to include performance data. Automated systems will not only provide easier access to data for reporting purposes, but can assist in ensuring the security of performance data by limitation on data access rights.

## FY 2000 PERFORMANCE SUMMARY

Mission Goal	Annual Goal	Performance Target Results
<b>TRIBAL GOVERNMENT:</b> To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.	2 Annual Goals	- 2 Targets met - 2 Targets not met
<b>PUBLIC SAFETY AND JUSTICE:</b> To provide quality investigative and police services and technical expertise to Tribes.	1 Annual Goal	- 1 Target not met
<b>COMMUNITY DEVELOPMENT:</b> Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.	18 Annual Goals	- 10 Targets met - 9 Targets not met
<b>ADMINISTRATIVE AND SUPPORT SERVICES:</b> Improve the fiscal integrity and internal controls in the areas of property management, data and records management, procurement, and finance and improve processes for management and employee improvement.	3 Annual Goals	- 2 Targets met - 1 Target not met
<b>EDUCATION:</b> To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.	10 Annual Goals	- 8 Targets met - 3Targets not met
<b>RESOURCES MANAGEMENT:</b> To assist American Indian and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.	9 Annual Goals	- 8 Targets met - 1 Target not met
<b>TRUST SERVICES:</b> Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.	9 Annual Goals	- 4 Targets met - 5 Targets not met

# About This Document

The Government Performance and Results Act (GPRA) requires agencies to submit annual performance plans to the Congress with their fiscal year budget request and to prepare an annual performance report at the end of each fiscal year (FY) on goal attainment.

The Department of the Interior has combined in this document the FY 2000 Annual Performance Report (Report) with the FY 2002 Annual Performance Plan (Plan) rather than preparing a separate FY 2000 Report. The consolidated Plan and Report will be more useful to the Congress and the appropriations process than submitting separate documents at separate times. The consolidated document presentation includes what has been accomplished in FY 2000, expected accomplishments in FY 2001, and proposed accomplishments for FY 2002 aligned with the budget resources requested in FY 2002. In a single presentation, the reader can see the trends in the Bureau's performance targets along with the trends in the results.

The FY 2002 Plan is a direct component of the Revised Strategic Plan for FY 2000-2005 and its Long-Term goals. The goals are devoted to improving and strengthening the core programs that allow the Bureau to provide Tribal communities with the best service possible.

Section II - Provides the goals, strategies and target levels for FY 2002. These goals contribute a one-year increment to the fulfillment of the five-year goals presented within the Strategic Plan. FY 2000 Performance results are also included within this section on a goal by goal basis.

Section III - Provides additional GPRA information and includes narrative outlines of corrective actions to improve key management issues, the improvement of data verification and validation, and crosscutting areas for both internal and external agencies.

Appendix I - FY 2000 At-a-Glance provides a two-page spread of FY 2000 Performance by goal.

Appendix II - FY 2001 At-a-Glance provides a two-page spread of the goals and their targets for FY 2001.

# Section 1

## *Introduction and Overview*

### 1.1 INTRODUCTION

Since its establishment in 1824, the Bureau of Indian Affairs has evolved in its role as trustee for the American Indian. From the paternalism of the 1800s to its role today as partner, the Bureau's mission is focused on fulfilling its trust responsibilities and promoting self-determination on behalf of Tribal Governments, American Indians, and Alaska Natives.

The Bureau currently provides Federal services to approximately 1.4 million American Indians and Alaska Natives who are members of 561 Federally recognized Tribes in the 48 contiguous United States and in Alaska. The Bureau administers 45,678,161 acres of Tribally owned land, 10,059,291 acres of individually owned land, and 309,189 acres of Federally owned land which is held in trust status<sup>1</sup>. The Bureau's purpose is to promote and support Tribal decisions on their future paths through self-determination with less administration by the Bureau in non-trust areas.

The Bureau is headed by the Assistant Secretary - Indian Affairs who is responsible for Bureau policy. Operationally, the Bureau is a bifurcated organization. The Deputy Commissioner - Indian Affairs has line authority over 12 Regional Offices, 58 Agency Offices, 1 subagency, 28 field stations, and 3 irrigation project offices. The Director of the Office of Indian Education Programs has direct authority over 24 education line officers. At the end of FY 2000, the Bureau's total employment was 9,241 full-time equivalents.

<sup>1</sup> Source: 1997 Annual Report of Indian Lands.

### 1.2 MISSION STATEMENT

**The Bureau of Indian Affairs' mission is to fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians and Alaska Natives.**

The Plan focuses on three main goal categories related to the primary issues faced by the Bureau in the execution of the mission statement. The goal categories represent the complex and diverse challenges in the world of Indian Country and serve as the basis for the responsibility segments identified by the Bureau in its efforts to continue implementation of managerial cost accounting. The subsequent goals within the plan are aligned within the categories to address the challenges and allow for successful attainment of the Bureau's mission:

- To provide Tribes with the resources they need to strengthen their Tribal governments and to exercise their authority as sovereign nations through grants and by contracting or compacting Bureau programs.
- To enhance and improve the quality of life in Tribal communities.
- To protect and preserve trust lands and trust resources to ensure the trust responsibility.

### 1.3 LINKAGE TO BUREAU STRATEGIC PLAN AND DEPARTMENTAL GOALS

Department Goals	GPRA Program Activity	Long-term Goal
Protect the Environment and Preserve our Nation's Natural and Cultural Resources	To assist American Indians and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.	<p>By 2005, the Bureau will restore and enhance natural resources on Tribal lands.</p> <p>By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, for Tribes to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery Operations and Maintenance programs.</p>
	Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.	<p>The Bureau will ensure that obligations under the Federal Indian Trust responsibility are performed in accordance with the standards required by the laws and policies of the United States.</p> <p>By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.</p> <p>By 2005, the Bureau will ensure that Indian dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures.</p>

DOI Goals	GPRA Program Activity	Long-term Goal
Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	As the Federal Trustee of the American Indian and Alaska Native, all eight of the Bureau's GPRA Program activities provide the core foundation for the Department to achieve this goal.	<p>All 19 Long-term Goals within the Plan target the Bureau's efforts to achieve its mission and goals and that of the Department on one centralized focus – the American Indian and Alaska Native. This focus is the guiding force for the Bureau in developing its long-term goals to accomplish the GPRA Program Activities and its overall mission. Each goal is instrumental to attainment of this Departmental goal.</p> <p>Reference pages 20-99.</p>

## 1.4 LINKAGE TO THE BUDGET

The mission goals in the Plan are the GPRA Program Activities. Due to the diversity of programs within the Bureau, it was necessary to establish the GPRA Program Activities at the subactivity level of the Program and Financing Schedules in the budget. Establishing goals at this level created broader scope long-term goals that reflect the valuable programs that the Bureau provides to American Indians and Alaska Natives on a nationwide basis. The GPRA Program Activity funding level shown in the goal tables reflects total funding for all budget programs related to accomplishment of the long-term goal; accomplishment of annual goal targets composes a portion of this funding.

The long-term goals are a general outcome of the Bureau's individual budget programs within each subactivity and their contributions to the mission. Each annual goal and its measures outline what the programs will accomplish as a one-year increment to the long-term goals.

The hierarchy of the Bureau goals is as follows:

Goal categories:

- a) Mission goals
- b) Long-term goals
- c) Annual goals
- d) Goal measures

Goal data is provided in Section II to show annual progression towards goal attainment.

## 1.5 ADJUSTMENTS TO THE STRATEGIC PLAN

The Bureau's goals and measures outlined within the Annual Performance Plan are consistent with the core of the revised Strategic Plan for year FY 2000 to 2005 that was released in September, 2000. Adjustments were made to the GPRA Program Activities and Long-term Goals through the revision and explanations for these modifications are set forth in detail within the Strategic Plan.

Specific changes have been made to four long-term goals and one mission goal through this plan. Those changes are set forth in the table below:

FY 2000-2005 Long-Term Goal	Revised Long-Term Goal	Reason for Change
By 2005, the Bureau will promote Indian Self-Determination by enhancing training and technical assistance by 50 percent and minimizing impediments to Tribal contracting, compacting and grants.	By 2005, the Bureau will promote Indian self-determination by enhancing training and technical assistance by 200 percent.	The Bureau surpassed the 50 percent enhancement in FY 2000 due to improved data collection methods. The level of enhancement was raised to provide a more realistic target based on newly established baselines. The contract support portion of the goal has been eliminated.
By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to the expansive caseload arising from the <i>Presidential Initiative on Law Enforcement in Indian Country</i> .	By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to implementation of the new regulations under 25 CFR 15, 115, Trust Funds for Tribes and Individual Indians.	The Bureau has refocused its efforts to improve Tribal courts through the establishment of Tribal codes and procedures.
By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by providing a 7 percent reduction in the 1998 Indian Country crime rate of 2,371 Class I and Class II offenses per 10,000 inhabitants.	By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by providing a 4 percent reduction in Part I (violent) Crimes.	The Bureau has refocused its efforts for preserving safety in Indian Country by concentrating on the reduction of Part I – Violent crimes.



FY 2000-2005 Long-Term Goal	FY 2002 Annual Plan Goal	Reason for Change
By 2005, the Bureau will improve human capital in Indian communities. The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives from 70 to 90 percent. The Bureau will leverage private sector funding to provide 90 additional businesses to the current 45 businesses and create/sustain 1,000 additional jobs beyond the current 957 jobs that have been created in Indian communities. The Bureau will also provide for the administration of forest product sales and permits.	By 2005, the Bureau will improve human capital in Indian communities and reduce the unemployment rate in Indian Country to 38%.	The Bureau has modified this long-term goal to reflect the outcome of lower unemployment that the annual goals contribute to.
<b>ADMINISTRATIVE AND SUPPORT SERVICES MISSION GOAL:</b> Improve the fiscal integrity and internal controls in the areas of property management, procurement, and finance and improve processes for management and employee improvement.	<b>ADMINISTRATIVE AND SUPPORT SERVICES MISSION GOAL:</b> Improve the fiscal integrity and internal controls in the areas of property management, data and records management, procurement, and finance and improve processes for management and employee improvement.	The Bureau has modified the mission to include the necessary reference to the improvement of data and records management.

## 1.6 FY 2002 Performance Goals At-a-Glance

GRPA Program Activity	Long-Term Goal	FY 2002 Annual Goal
<b>TRIBAL GOVERNMENT MISSION GOAL:</b> To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.	By 2005, the Bureau will promote Indian self-determination by enhancing <i>P.L. 93-638</i> training and technical assistance by 200 percent and minimizing impediments to Tribal contracting, compacting and grants.	The Bureau will promote Tribal self determination by conducting 22 P.L. 93-638 training sessions and conducting 250 technical assistance sessions in FY 2002.
	By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to implementation of the new regulations under 25 CFR 15, 115, Trust Funds for Tribes and Individual Indians.	The Bureau will ensure that 25 Tribal codes and court procedures are developed and 25 training sessions are implemented to assist Tribal courts in adequately enforcing the regulations under 25 CFR 15, 115.
<b>PUBLIC SAFETY AND JUSTICE MISSION GOAL:</b> To provide quality investigative and police services and technical expertise to Tribes.	By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by providing a 4 percent decrease in Part I (violent) Crimes.	The Bureau will reduce Part I (violent) crimes to 170 per 10,000 inhabitants.
<b>COMMUNITY DEVELOPMENT MISSION GOAL:</b> Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.	By 2005, the Bureau will improve human capital in Indian communities and reduce the unemployment rate in Indian Country to 38 percent.	The Bureau will provide for an 89 percent success rate of participants in reaching their educational, training and employment objectives.
		The Bureau will provide subsidy leverage to allow for private sector funding of 50 businesses that will create or sustain 1000 jobs.
		The Bureau will increase Tribal revenue and jobs by ensuring that Forest product sales total 650 million board feet.
	By 2005, the Indian Arts and Crafts Board (IACB) will promote the economic development of Indians through their art and craft work. The IACB will initiate 60 trademark registrations for Indian arts and crafts marketing purposes; promote 75 Indian art exhibitions; promote public awareness of authentic Indian art by increasing public access to museum property by 5 percent; and increase public awareness and understanding of the Indian Arts and Crafts Act of 1990.	The IACB will initiate the registration of 30 trademarks for individual Indians and Tribes.
		The IACB will promote an additional 15 Indian artist exhibitions.
		The IACB will increase public access to museum property by 1 percent for a total of 618,856 visitors.

2000 Actual	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan
Training 22	Training 22	Training 22	Training 22	Training 22	Training 22
Technical Assistance 57	Technical Assistance 200	Technical Assistance 250	Technical Assistance 250	Technical Assistance 250	Technical Assistance 250
--	--	Codes 25 Training 25	Codes 25 Training 25	Codes 25 Training 25	Codes 25 Training 25
Part I Crimes 174 per 10,000 inhabitants	Part I Crimes 172 per 10,000 inhabitants	Part I Crimes 170 per 10,000 inhabitants	Part I Crimes 168 per 10,000 inhabitants	Part I Crimes 167 per 10,000 inhabitants	Part I Crimes 165 per 10,000 inhabitants
Unemployment 43%	Unemployment 41%	Unemployment 41%	Unemployment 39%	Unemployment 39%	Unemployment 38%
Success rate 84%	Success rate 87%	Success rate 89%	Success rate 90%	Success rate 90%	Success rate 90%
Subsidized 41	Subsidized 45	Subsidized 50	Subsidized 50	Subsidized 50	Subsidized 50
Jobs 843	Jobs 900	Jobs 1000	Jobs 1000	Jobs 1000	Jobs 1000
Board Feet 509 mil	Board Feet 650 mil	Board Feet 650 mil	Board Feet 650 mil	Board Feet 650 mil	Board Feet 650 mil
Program not Established	Trademarks 15	Trademarks 30	Trademarks 35	Trademarks 45	Trademarks 60
Exhibitions 44	Exhibitions 59	Exhibitions 74	Exhibitions 89	Exhibitions 104	Exhibitions 119
Visitors 606,662	Visitors 612,729	Visitors 618,856	Visitors 618,856	Visitors 618,856	Visitors 618,856

## *FY 2002 Performance Goals At-a-Glance - continued*

GRPA Program Activity	Long-Term Goal	FY 2002 Annual Goal
COMMUNITY DEVELOPMENT CONTINUED:	By 2005, the Bureau will improve the quality of life in Indian communities.	The Bureau will provide repair or replacement work to an additional 656 applicants for a total of 2,552 eligible housing applicants served.
		The Bureau will increase the number of Tribes operating comprehensive welfare plans to 50.
	By 2005, the Bureau will improve Highway Trust Fund (HTF) constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.	The Bureau will maintain 1,800 miles of HTF and Bureau system paved roads.
		The Bureau will maintain 12,000 miles of other surface type Bureau system roads.
		The Bureau will inspect and maintain 492 Bureau system bridges.
	By 2005, the Bureau will improve the safety and functionality of Bureau schools and facilities for clients.	The Bureau will begin construction on 6 elementary and secondary schools on the FY 2001 Education Facilities Replacement Construction Priority List.
		The Bureau will award 9 Education Facilities Improvement and Repair (FI&R) projects to reduce unsafe conditions at Bureau facilities.
		The Bureau will prepare 10 radio systems for conversion to narrowband technology for a cumulative total of 34 systems prepared.
		The Bureau will replace an additional three of the 25 fire trucks noted on the 1997 Fire Truck list as being unsafe or unserviceable for a total of 23 trucks replaced.
	By 2005, the Bureau will ensure that Bureau-owned dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams and maintenance on 27 dams.	In FY 2002, the Bureau will complete priority rehabilitation construction on two dams for a total of 19 dams completing construction and will perform maintenance on 6 dams for a total of 15 dams with completed repair maintenance.

2000 Actual	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan
Cumulative Number Assisted 1,240	Cumulative Number Assisted 1,896	Cumulative Number Assisted 2,552	Cumulative Number Assisted 3,208	Cumulative Number Assisted 3,864	Cumulative Number Assisted 4,520
Cumulative Tribes 35	Cumulative Tribes 45	Cumulative Tribes 50	Cumulative Tribes 50	Cumulative Tribes 50	Cumulative Tribes 50
Miles 1,600	Miles 1,800	Miles 1,800	Miles 1,800	Miles 1,800	Miles 1,800
Miles 11,500	Miles 12,000	Miles 12,000	Miles 12,000	Miles 12,000	Miles 12,000
Bridges 492	Bridges 492	Bridges 492	Bridges 492	Bridges 492	Bridges 492
1993 List Schools 3	2000 List Schools 6	2001 List Schools 6			
Educ Projects 6	Educ Projects 15	Educ Projects 9	Educ Projects 9	Educ Projects 9	Educ Projects 9
Prepared 4 (Cum=14)	Prepared 10 (Cum=24)	Prepared 10 (Cum=34)			
Trucks 2 (Cum=17)	Trucks 3 (Cum=20)	Trucks 3 (Cum=23)	Trucks 2 (Cum=25)		
Dams Complete 1 (Cum=15)	Dams Complete 2 (Cum=17)	Dams Complete 2 (Cum=19)	Dams Complete 2 (Cum=21)	Dams Complete 2 (Cum=23)	Dams Complete 3 (Cum=26)
Dam Maintenance 4 (Cum=4)	Dam Maintenance 5 (Cum=9)	Dam Maintenance 6 (Cum=15)	Dam Maintenance 5 (Cum=20)	Dam Maintenance 4 (Cum=24)	Dam Maintenance 3 (Cum=27)

## *FY 2002 Performance Goals At-a-Glance - continued*

GRPA Program Activity	Long-Term Goal	FY 2002 Annual Goal
<b>ADMINISTRATIVE AND SUPPORT SERVICES MISSION GOAL:</b> Improve the fiscal integrity and internal controls in the areas of property management, data and records management, procurement, and finance and improve processes for management and employee improvement.	The Bureau will provide for continued achievement of minimum acceptable standards for successful administrative processes by improving internal controls and eliminating identified material weaknesses/high risk factors, producing unqualified opinions to the financial statements, maintaining prompt payment performance at 97 percent, and utilizing customer service surveys to measure efficiency, timeliness and overall quality of Bureau customer service.	The Bureau will improve an additional three of the nine internal controls cited by the Inspector General in FY 1999 to eliminate administrative weaknesses and ensure an unqualified audit opinion.
		The Bureau will ensure prompt pay performance levels are at 97 percent.
		The Bureau will develop one customer service survey to measure customer satisfaction with the services under the purview of the Office of Law Enforcement Services.
<b>EDUCATION MISSION GOAL:</b> To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.	By the end of School Year 2004-2005, the Bureau will improve the succession of Indian students to each educational level from early childhood development to job placement.	The Bureau will increase the proficiency of students in Math to 58 percent and Language Arts to 56 percent.
		The Bureau will increase the student attendance rate to 92 percent.
		The Bureau will increase teacher proficiency in new assessments to 78 percent.
		The Bureau will provide for 100 percent accreditation at Bureau and Tribal schools.
	By the end of School Year 2004-2005, the Bureau will provide for an improvement in technology, infrastructure and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.	The Bureau will confer 1,395 degrees at Tribally Controlled Community Colleges and post-secondary schools.
		The Bureau will increase teacher proficiency in technology use to 75 percent.
		The Bureau will provide for a 10 percent reduction in the incidences of violence among students for a total of 8,673 incidences.
		The Bureau will provide for \$2.27 in Indian student transportation funding in an effort to bring funding up to a rate comparable to the national average.

2000 Actual	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan
Internal Controls --	Internal Controls 2 (Cum=2)	Internal Controls 3 (Cum=5)	Internal Controls 2 (Cum=7)	Internal Controls 2 (Cum=9)	
Prompt Pay 86%	Prompt Pay 97%	Prompt Pay 97%	Prompt Pay 97%	Prompt Pay 97%	Prompt Pay 97%
Survey developed	Survey cleared and distributed	2nd Survey developed and cleared	Surveys, distributed, data complied and corrective actions taken	4th and 5th surveys developed and cleared	Surveys, distributed, data complied and corrective actions taken
Math 50% Language 48%	Math 54% Language 52%	Math 58% Language 56%	Math 62% Language 60%	Math 66% Language 64%	Math 70% Language 68%
Attendance 90%	Attendance 91%	Attendance 92%	Attendance 93%	Attendance 94%	Attendance 95%
Proficiency 68%	Proficiency 73%	Proficiency 78%	Proficiency 83%	Proficiency 88%	Proficiency 93%
Accreditation 96%	Accreditation 100%	Accreditation 100%	Accreditation 100%	Accreditation 100%	Accreditation 100%
Degrees 1,395	Degrees 1,395	Degrees 1,395	Degrees 1,395	Degrees 1,395	Degrees 1,395
Proficiency 67%	Proficiency 71%	Proficiency 75%	Proficiency 79%	Proficiency 83%	Proficiency 87%
Incidences -10% Cum = 10,706	Incidences -10% Cum = 9,635	Incidences -10% Cum = 8,672	Incidences -10% Cum = 7,806	Incidences -10% Cum = 7,026	Incidences -10% Cum = 6,324
Mileage Funding 2.30	Mileage Funding 2.27	Mileage Funding 2.27	Mileage Funding 2.27	Mileage Funding 2.27	Mileage Funding 2.27

## *FY 2002 Performance Goals At-a-Glance - continued*

GRPA Program Activity	Long-Term Goal	FY 2002 Annual Goal
<b>RESOURCES MANAGEMENT MISSION GOAL:</b> To assist American Indian and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.	By 2005, the Bureau will restore and enhance natural resources on Tribal lands.	The Bureau will provide for the reforestation and improvement of 25 percent of the 1.3 million acres of forest lands needing treatment.
		The Bureau will provide for the restoration of an additional 80,000 acres of trust lands infested with noxious weeds to productive agronomic uses for a cumulative total of 430,000 acres.
		The Bureau will provide for the enhancement of an additional 6,500 acres of wetlands for a cumulative total of 37,098 acres.
		The Bureau will provide support for 225 Tribal water management projects.
	By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery operation and maintenance programs.	The Bureau will provide for the exercise of off-reservation treaty rights by 43 Tribes.
		The Bureau will provide assistance in support of 17 inter-Tribal resource co-management programs.
		The Bureau will provide support for 23 maintenance projects for fishing access sites.
	By 2005, the Bureau will increase the number of Integrated Resource Management Plans (IRMPs) to 80.	The Bureau will provide support for 50 Tribal Fish Hatchery maintenance projects.
		The Bureau will increase the number of Tribes developing IRMPs by establishing an additional 12 planning grants for a cumulative total of 48 grants.
<b>TRUST SERVICES MISSION GOAL:</b> Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.	The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.	The Office of American Indian Trust (OAIT) will perform 70 trust evaluations.
	By 2005, the Bureau will provide assistance to Tribes in establishing and defining water and land claims through negotiation.	The Bureau will assist 63 Tribes by procuring defense services or private counsel in support of water and land claims.
		The Bureau will fund 20 Departmental teams involved in land and water quantitative negotiations and implementation of Indian land and water rights claims.
		The Bureau will fund 80 project proposals for technical research and studies.



2000 Actual	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan
Acres 52,622 (Cum=194,957)	Acres 65,043 (Cum=260,000)	Acres 65,000 (Cum=325,000)	Acres 65,000 (Cum=390,000)	Acres 65,000 (Cum=455,000)	Acres 65,000 (Cum=520,000)
Acres 110,000 (Cum=270,000)	Acres 80,000 (Cum=350,000)	Acres 80,000 (Cum=430,000)	Acres 80,000 (Cum=510,000)	Acres 80,000 (Cum=590,000)	Acres 80,000 (Cum=670,000)
Acres 7,266 (Cum=24,098)	Acres 6,500 (Cum=30,598)	Acres 6,500 (Cum=37,098)	Acres 6,500 (Cum=43,598)	Acres 6,500 (Cum=50,098)	Acres 6,500 (Cum=56,598)
Projects 200	Projects 225	Projects 225	Projects 225	Projects 225	Projects 225
Tribes Assisted 41	Tribes Assisted 43	Tribes Assisted 43	Tribes Assisted 43	Tribes Assisted 43	Tribes Assisted 43
Programs 17	Programs 17	Programs 17	Programs 17	Programs 17	Programs 17
Projects 17	Projects 23	Projects 23	Projects 23	Projects 23	Projects 23
Projects 56	Projects 50	Projects 50	Projects 50	Projects 50	Projects 50
Grants 12 (Cum=24)	Grants 12 (Cum=36)	Grants 12 (Cum=48)	Grants 12 (Cum=60)	Grants 10 (Cum=70)	Grants 10 (Cum=80)
Evaluations 67	Evaluations 67	Evaluations 70	Evaluations 70	Evaluations 70	Evaluations 70
Tribes Assisted 57	Tribes Assisted 63	Tribes Assisted 63	Tribes Assisted 63	Tribes Assisted 63	Tribes Assisted 63
Teams 20	Teams 20	Teams 20	Teams 20	Teams 20	Teams 20
Project Proposals 83	Project Proposals 80	Project Proposals 80	Project Proposals 80	Project Proposals 80	Project Proposals 80

## *FY 2002 Performance Goals At-a-Glance - continued*

GRPA Program Activity	Long-Term Goal	FY 2002 Annual Goal
TRUST SERVICES CONTINUED:	By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.	The Bureau will train an additional 500 Bureau and Tribal employees in the areas of environmental management and endangered species preservation for a cumulative total of 1,655 trained.
		The Bureau will conduct compliance assistance audits and perform corrective actions at an additional five Bureau offices for a cumulative total of 18 audits conducted.
		The Bureau will issue an additional 15 guidance documents on environmental management and endangered species preservation for a cumulative total of 35 guidance documents.
		The Bureau will provide technical or financial assistance to 85 Tribes in the areas of environmental management and endangered species preservation.
	By 2005, the Bureau will facilitate the growth of trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian land owners.	The Bureau will facilitate the growth of trust income by processing 37,000 trust transactions for Tribal and individual Indian landowners.

2000 Actual	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan
Trained 405 (Cum=655)	Trained 500 (Cum=1,155)	Trained 500 (Cum=1,655)	Trained 500 (Cum=2,155)	Trained 500 (Cum=2,655)	Trained 500 (Cum=3,155)
Audits 3 (Cum=8)	Audits 5 (Cum=13)	Audits 5 (Cum=18)	Audits 5 (Cum=23)	Audits 5 (Cum=28)	Audits 5 (Cum=33)
Guidance Docs 5	Guidance Docs 20	Guidance Docs 35	Guidance Docs 50	Guidance Docs 65	Guidance Docs 80
Tribes Assisted 59	Tribes Assisted 85	Tribes Assisted 85	Tribes Assisted 85	Tribes Assisted 85	Tribes Assisted 85
Transactions 35,400	Transactions 37,000	Transactions 37,000	Transactions 37,000	Transactions 37,000	Transactions 37,000

## Section II

### *GPRA Program Activities and Goals*

#### 2.1 TRIBAL GOVERNMENT GPRA PROGRAM ACTIVITY:

##### GPRA Program Activity

**Tribal Government Mission Goal:** To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.

**BUDGET TABLE**

TRIBAL GOVERNMENT	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Long-Term Goal 1	345,964	362,105	366,944
Other Aid to Tribal Government -TPA	93,934	45,112	46,318
Consolidated Tribal Gov't Prog.- TPA	0	51,859	52,617
Self Governance Compacts- TPA	122,178	130,501	131,732
New Tribes- TPA	510	343	335
ISD Fund (New/Expanded Contracts)- TPA	0	4,989	3,000
Contract Support- TPA	125,229	125,209	130,209
Self Governance Grants (Shortfalls)- NR	249	256	0
Tribal Government Services- CO	1,525	1,550	1,586
Office of Self-Governance - GA -CO	1,157	1,167	0
All Other Aid to Tribal Government- RO	1,182	1,119	1,147
Long-Term Goal 2	11,048	11,260	13,070
Tribal Courts - TPA	11,048	11,260	13,070

\*All dollar amounts are in thousands.

\*\*Budget Abbreviations: TPA-Tribal Priority Allocations, CO-Central Office, RO-Regional Office, NR-Non-Recurring OR-Other Recurring, SPP-Special Programs and Pooled Overhead

The Bureau provides Tribal government support under several broad and specific authorities which authorize the Secretary of the Interior to provide services to American Indians and Alaska Natives. This support includes technical assistance to Tribal governments on matters such as *P.L. 93-638* contracting, membership criteria, and enrollment.

The Indian Self Determination and Education Assistance Act, *P.L. 93-638*, as amended, authorizes Tribes to enter into contracts, grants, cooperative agreements, or compacts with the Bureau. The self determination authority allows Tribes to operate programs and provide services to Indian people that were operated by the Bureau.

The Indian Self Determination Act amendments of 1994, *P.L. 103-413*, permanently established Tribal self governance compacts. Funds are provided to Tribes so they can plan, conduct, consolidate, and administer pro-

grams, services, functions, and activities for Tribal citizens according to priorities established by their Tribal governments. Under Tribal self governance compacts, compact Tribes have greater control and flexibility in the use of these funds, reduced reporting requirements compared to *638* contracting Tribes, and the authority to redesign or consolidate programs, services, functions, and activities.

Also strengthening Tribal governments are Tribal court systems, a necessary tool for Tribes to achieve strong, viable governments to provide the expeditious and effective administration of justice to the Tribal community and others who conduct business or interact with the Tribal governments, Tribal businesses and Tribal members. The second goal provides for strengthening Tribal courts by assisting them in establishing Tribal codes and procedures.

					FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-term Goal 1:</b> By 2005, the Bureau will promote Indian Self Determination by enhancing <i>P.L. 93-638</i> training and technical assistance by more than 200 percent.					362,105	366,944
<b>FY 2002 PERFORMANCE GOAL:</b> <b>01.01.01.01.02:</b> The Bureau will promote Indian Self Determination by conducting 22 <i>P.L. 93-638</i> training sessions and conducting 250 technical assistance sessions in FY 2002.						
<b>PERFORMANCE MEASURE:</b> 1. Number of <i>P.L. 93-638</i> training sessions held. 2. Amount of <i>P.L. 93-638</i> technical assistance sessions provided.						
	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	2	4	15	22	22	22
2	0	45	50	57	200	250

#### WORKLOAD AND OTHER PERFORMANCE STATISTICS

<b>PERFORMANCE INDICATOR:</b> 1. Number of Self-Governance Conferences held.						
	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	2	2	2	2	2	2

#### Goal Description

At one time, the Bureau provided virtually all services and programs directly to American Indians and Alaska Natives. Today, the Federal policy emphasis is on Indian self determination and self governance. The goal of the Bureau is to provide Tribes with the resources they need to foster strong and stable Tribal governments and exercise their authority as sovereign nations.

This goal focuses on providing Tribes increased training and technical assistance to promote *638* contracting. Increased access to information on contracting and compacting issues will increase the number of Tribes

that are willing to contract and compact programs. To promote Tribal contracting, the Bureau will provide training and technical assistance to Tribes to expand the knowledge of the management and administration of contracts. The Bureau will continue supportive programs such as the Indian Self Determination Fund which provides seed money to Tribes to cover the costs of contracting and compacting Bureau programs for the first time.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** 01.01.01.01.00 - The Bureau will promote Indian Self Determination by enhancing training and technical assistance by 16 percent.
- **Report:** Exceeded - Measures 1 and 2, Number of 638 Training Sessions and Amount of Technical Assistance. The Bureau developed a new reporting format to calculate and record the level of training being afforded in the field offices. The revised format has greatly improved data collection and showed that the Bureau was in fact providing a much greater level of training to both Bureau employees and Tribes than what was originally recorded. The Bureau has also developed a new reporting format for Technical Assistance that is to be utilized in FY 2001. This format is expected to show an increase in the Technical

Assistance figures reported for FY 2001. The Bureau will continue its efforts in FY 2001 to increase the knowledge of the provisions of *P.L. 93-638* to promote Tribal contracting.

- **Report:** Not Achieved - Measure 3, The final contract support funding report for FY 2000 identified that Tribal contractors received 88.5 percent of contract support as opposed to the targeted 90 percent outlined in the goal. The contract support measure is based on the amount of funding appropriated. The Bureau has no final control over appropriated funding and it has been determined that this is not an appropriate goal. The contract support measure within this goal was discontinued in FY 2002.

### DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by Bureau officials and staff from the field through the Headquarters level using a set of validation criteria. It was concluded that collecting data on the number of self determination training courses offered and technical assistance provided, has a direct bearing on meeting the Bureau's goal.
Data Verification:	GPRA Coordinators are responsible for collecting and aggregating data for this goal using standard data collection, entry, and reporting requirements that are consistent across the Bureau.
Data Source:	1. Registration forms are required and collected for all Self Determination Tribal training sessions provided. 2. Technical assistance records forms are collected and aggregated from the Regional Offices. In addition, the Bureau's Office of Tribal Services will maintain and report quarterly using the technical assistance records forms.
Data Limitations:	No limitations.
Planned Improvements:	The Bureau has created and implemented a new form to standardize and accurately capture the level of technical assistance being provided to Tribes by the Bureau.

				FY 2001 Enacted BA	FY 2002 Proposed BA	
Long-term Goal 2: By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to implementation of the new regulations under 25 CFR 15, 115, Trust Funds for Tribes and Individual Indians.				11,260	13,070	
FY 2002 Performance Goal: 01.01.02.01.02: By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to implementation of the new regulations under 25 CFR 15, 115.						
PERFORMANCE MEASURES: 1. Number of Tribal codes and court procedures and rules developed to implement 25 CFR 15, 115. 2. Number of training sessions conducted for Tribal court personnel to implement the provisions of the regulations under 25 CFR 15, 115.						
	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	--	--	--	--	--	25
2	--	--	--	--	--	25

### Goal Description

New and impending trust management regulations under 25 CFR 15, 115, Trust Funds for Tribes and Individual Indians, are placing increased responsibilities on Tribal courts to make determinations essential to the use and disposition of trust assets.

The Bureau will assist Tribes in developing Tribal codes and procedures in line with the new trust regulations under 25 CFR 15, 115. The Bureau will also assist in the training of Tribal court personnel in the implementation of these codes and procedures to ensure that the courts will be able to appropriately respond to the added responsibility.

### FY 2000 PERFORMANCE REPORT

- **Goal:** The Bureau will implement and complete stage two of a multi-year implementation plan to improve Tribal Justice Systems and enforce the requirements of *P.L. 103-176*, the Indian Tribal Justice Act.
- **Report:** Not Achieved - Stage two of the implementation plan called for the Bureau to hold a Tribal Judicial Conference, however, FY 2000 funding for the Tribal Courts program did not provide sufficient funding to hold the Tribal Judicial Conference. All other aspects of Stage 2 were completed. The Bureau has refocused the Tribal courts goal toward improving Tribal Justice systems by establishing Tribal codes and procedures for implementation of new regulations under 25 CFR 15, 115.



## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was developed and reviewed by staff at the Headquarters level. It was concluded that focusing on improving the ability of Tribal courts to process Tribal code and procedures in line with 25 CFR 15, 115 was a necessary part of accomplishing the goal to strengthen Tribal governments.
Data Verification:	Data is collected and aggregated at the field level and is certified by senior staff and forwarded to the Headquarter's office for compilation. All quarterly data is reported using the standard format implemented Bureauwide and is certified by the program Director prior to submission.
Data Source:	Headquarters staff polls the courts and conducts on-site reviews to determine what codes and procedures are being implemented at both Tribal and CFR courts. Training registration logs are provided for training sessions.
Data Limitations:	No limitations
Planned Improvements:	No planned improvements

## 2.2 PUBLIC SAFETY AND JUSTICE GPRA PROGRAM ACTIVITY:

### GPRA Program Activity

**Public Safety and Justice Mission Goal:** To provide quality investigative and police services and technical expertise to Tribes.

**BUDGET TABLE**

PUBLIC SAFETY AND JUSTICE	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Long-term Goal 1	141,165	152,652	160,652
Indian Police Academy- SPP	2,298	2,321	2,358
Substance Abuse- SPP	1,038	1,042	0 <sup>1</sup>
Law Enforcement - SPP	137,829	149,289	158,294

\*All dollar amounts are in thousands.

<sup>1</sup>These program funds are being consolidated into the Law Enforcement line item where the work is performed and FTE are utilized.

A reported crime in Indian Country is twice as likely to be a violent crime as compared to one reported elsewhere in the United States. Statistics show that rapes, assaults and serious violent crimes continue to plague American Indians just as crime among other races has decreased. An estimated one in 25 American Indians age 18 or older is under the jurisdiction of the criminal justice system. In contrast, there are fewer than half as many law enforcement officers and significantly less detention centers per capita in Indian Country than elsewhere in the nation.

Under this GPRA program activity the Bureau will concentrate goal efforts on improving the safety of the citizens in Indian Country by reducing violent crimes, having well trained law enforcement officers and expanding detention capabilities.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long Term Goal 1:</b> By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by reducing Part I (violent) Crimes by four percent.	152,652	160,652

**FY 2002 PERFORMANCE GOAL:**

**02.02.01.01.02:** The Bureau will reduce Part I (violent) crimes to 170 per 10,000 inhabitants.

**PERFORMANCE MEASURE:** Number of Part I crimes per 10,000 inhabitants in Indian Country.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
	178	--	174	172	170

**WORKLOAD AND OTHER PERFORMANCE STATISTICS**

**PERFORMANCE INDICATORS:**

1. Percentage of cases cleared.
2. Cumulative number of Bureau and Tribal graduate/certified Indian Country law enforcement personnel trained at the Indian Police Academy.

	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	46	54	56	42	56	66
2	3,956	5,175	5,982	8,073	9,073	10,073

**Goal Description:**

The Bureau strives to reduce the rate of violent crime in Indian Country through the hiring of well trained law enforcement personnel and strengthened efforts to increase clearance rates for crimes. The Office of Law Enforcement Services (OLES), through its Indian Police Academy, will provide the training necessary to improve the quality of law enforcement services provided to Indian Country. Training courses are provided at no cost to Tribal and Bureau law enforcement personnel at the Academy. OLES will also increase and promote crime prevention programs such as the Community Policing Program, Gang Resistance Education and Training (GREAT) and Drug and Alcohol Resistance Education (DARE) and provide for Law Enforcement vehicle and equipment replacement.

In FY 2001, the Bureau will continue to focus on providing additional high quality law enforcement services and expanding crime prevention programs. In FY 2002, the Bureau will concentrate its efforts towards reducing Part I (violent) crimes and expanding detention capabilities by staffing newly established detention facilities.

#### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will reduce the Indian Country crime rate from 2,347 crimes per 10,000 inhabitants to 2,323 crimes per 10,000 inhabitants.
- **Report:** Not Achieved - While the Bureau did not achieve the decrease in the crime rate that was projected, a reduction in the number of Part I (violent crimes) was realized. Homicide was reduced by 52.1 percent; forcible rape by 8.2 percent; burglary by 72.9 percent and arson by 27.3 percent. Increases in the crime rate are primarily attributed to offenses other than Part I with the major increases showing in Liquor Laws - 53.6 percent; Drunkenness - 30.9 percent; and ARPA violations 437.5 percent. During FY 2000, the Bureau hired 110 law enforcement officers and had 1,000 graduates from the Indian Police Academy. As projected within the external factors portion of the Strategic Plan, these additional hires attributed to a reduction in Part I crimes but to an increase in non-violent crimes. The increased police presence allowed for additional reporting of less violent crimes.

The amount of illegal drugs entering Indian Country was reduced through participation with State, local and other Federal agencies in High Intensity Drug trafficking Area (HIDTA) and Organized Crime Drug Task Force (OCDETF) operations. The Bureau also continued to implement the Community Policing Initiative in both Tribal and Bureau law enforcement programs. Approximately 56 police officers were trained to offer the Gang Resistance Education and Training (GREAT) program at local agencies.

The Bureau has determined that it would be a greater benefit to focus on the reduction in Part I (violent) crimes for the law enforcement goal. Focusing on reducing violent crime is a more valuable measure of improving the safety of Indian communities as opposed to reporting on the total number of artifacts disturbed or parking tickets issued. The Bureau has modified the goal for FY 2002 to address the reduction in violent crime in Indian Country.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by command staff at Headquarters, the five District Offices (Regional) and by the local chiefs of police at the field level. It was concluded that the collection of this information has a direct bearing on the goal to provide quality investigative and police services for Indian communities. The goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	The Law Enforcement District Offices assigned to the collecting and aggregating of crime data follow established guidelines from the Department of the Interior and the Federal Bureau of Investigation. All GPRA data is consolidated by Headquarters and information is reported using the standard Bureau performance reporting format. All submissions are certified by the Director, Office of Law Enforcement Services, prior to submission.
Data Source:	All of the data is collected from field and district offices which consist of 49 Bureau programs, 114 638 contracted programs and 46 self governance compacted programs and aggregated by the Office of Law Enforcement Services.
Data Limitations:	The Bureau has very little control over the quality or quantity of data submitted from Tribally -contracted or -compacted law enforcement programs. Most Tribal law enforcement programs are not computerized so data is collected and reported manually. This non-computerized reporting system leads to delays in receipt of final data from both contracted and compacted law enforcement programs.
Planned Improvements:	To make the annual collection process more efficient, the Bureau has now started collecting crime reports and drug reports on a monthly basis. This will allow for more accurate reporting on a quarterly basis and the annual report will be completed to meet the time restriction of the Department so they can report to the FBI for the annual crime report. This process started in December 2000 and has been accepted by both Bureau and Tribal law enforcement programs. The Bureau plans to replace the MS-DOS based In-line reporting system with a Windows NT/2000 compatible system which will allow for computerized reporting. Only 53 of the 209 law enforcement programs are connected to the In-line system.

### FY 1999 GOAL ADDENDUM:

- **Goal:** The Bureau will reduce the Indian County crime rate to 33 percent by focusing on core law enforcement issues.
- **FY 1999 APR:** Final Data Available in February.
- **FY 1999 Actual Report:** Did Not Achieve – Although the Bureau introduced many new crime prevention efforts as outlined in the FY 1999 APR, the final crime rate statistics collected showed a 12 percent increase in the rate of crime from FY 1998 to

FY 1999. During FY 1999, the Bureau determined that the method by which it was measuring the rate of crime needed to be refined. The Bureau developed a method of measurement comparable to the formula used by the Department of Justice. The new formula calculates the rate of crime by determining the number of crimes per 10,000 inhabitants. Revised baseline data was set forth and final reporting for FY 1999 was 2,669 crimes per 10,000 inhabitants a 12 percent increase from 2,371 crimes per 10,000 inhabitants in FY 1998.

## 2.3 COMMUNITY DEVELOPMENT GPRA PROGRAM ACTIVITY:

### GPRA Program Activity

**Community Development Mission Goal:** Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.

BUDGET TABLE

COMMUNITY DEVELOPMENT	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Long-Term Goal 1	44,523	45,952	44,350
Job Placement and Training- TPA	9,652	8,775	9,042
Economic Development- TPA	3,609	3,383	3,415
Forestry - TPA	20,573	20,948	21,623
Distance Learning Project - NR	0	998	0
Tribal Guiding Program - NR	0	299	0
Community Development- CO	849	866	886
Indian Gaming- GA - CO	725	882	899
Adult Vocational Training- RO	35	0	0
Economic Development- RO	794	821	847
Forest Marketing Assistance- RO	160	161	161
United Tribes Technical College- SPP	2,370	2,424	2,491
National Ironworkers Training Program- SPP	522	521	0
Crownpoint Institute of Technology- SPP	249	897	0
Indian Guaranteed Loan Program	4,985	4,977	4,986
Long-Term Goal 2	1,001	1,021	1,052
Indian Arts & Crafts Board - STP	1,001	1,021	1,052

**BUDGET TABLE CONTINUED**

<b>COMMUNITY DEVELOPMENT</b>	<b>FY 2000 Enacted</b>	<b>FY 2001 Enacted</b>	<b>FY 2002 Proposed</b>
Long-Term Goal 3	155,582	158,091	156,415
Social Services- TPA	27,471	27,714	29,418
Indian Child Welfare Act- TPA	12,568	11,510	11,645
Welfare Assistance- TPA	93,245	93,019	89,864
Housing Improvement Program- TPA	15,517	19,613	19,634
Other-Human Services (Tribal Design)- TPA	710	628	638
Community Services, General- CO	1,543	1,051	1,063
Social Services-CO	717	725	733
Housing Development - CO	174	174	176
Alcohol and Substance Abuse Prevention- CO	398	397	0 <sup>2</sup>
Community Services, General- RO	242	243	177
Social Services - RO	656	667	672
Housing Development - RO	2,341	2,350	2,395
<b>LONG-TERM GOAL 4</b>	<b>26,437</b>	<b>26,669</b>	<b>27,327</b>
Road Maintenance- TPA	26,437	26,669	27,327
<b>LONG-TERM GOAL 5</b>	<b>242,259</b>	<b>405,566</b>	<b>410,143</b>
Community Fire Protection- TPA	1,384	1,361	1,417
Safety Management- TPA	391	396	403
Facilities Operations - OR	54,091	54,481	55,473
Safety Program Management- CO	617	629	646
Safety Management- RO	750	766	794
Facilities Management- RO	3,627	3,691	3,793
Facilities Management: GSA Rentals- SPP	18,260	21,624	21,871
Direct Rentals- SPP	1,137	1,135	2,135
Technical Training- SPP	164	164	164
Facilities Operations- SPP	12,348	12,498	12,778
Facilities Maintenance- SPP	4,043	4,098	4,182

<sup>2</sup>Funds have been internally transferred to reflect the reorganization of the Office of the Assistant Secretary - Indian Affairs as recommended by the National Academy of Public Administration (NAPA) Study.

BUDGET TABLE CONTINUED

COMMUNITY DEVELOPMENT	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
EDUCATION CONSTRUCTION Replacement School Construction	62,859	141,238	127,799
Employee Housing Repair	2,507	3,105	3,114
Facilities Improvement and Repair	67,833	147,998	161,590
PUBLIC SAFETY & JUSTICE CONSTRUCTION Facilities Improvement and Repair-	1,400	1,398	1,404
Fire Safety Coordination	156	159	165
Fire Protection	3,981	3,972	3,972
GENERAL ADMINISTRATION CONSTRUCTION Telecommunications Improvement & Repair	910	911	917
Facilities Improvement and Repair	1,255	1,255	1,262
Construction Program Management	5,930	6,048	6,264
LONG TERM GOAL 6	25,192	25,209	25,320
RESOURCES MGMT CONSTRUCTION Engineering and Supervision	1,947	1,999	2,074
Survey and Design	309	308	308
Safety of Dams	20,945	20,915	20,951
Dam Maintenance	1,991	1,987	1,987

\*All dollar amounts are in thousands.

There are five goals within this mission area that address major obstacles to economic stability in Indian communities such as unemployment, human services, misrepresentation of Indian arts and craft work, unsafe and unfunctional facilities, and unmaintained roads. These issues are all barriers to developing self-sustaining economic bases and the Bureau is strongly committed to their reform.

In an effort to reduce the high unemployment level in Indian Country, the Bureau focuses on promoting programs that increase jobs such as *P.L. 93-262*, the Indian Financing Act of 1974, and the forest product administration program. The Bureau also promotes the education and training of Indian individuals to fill such jobs through programs as *P.L. 102-477*, the Indian

Employment, Training and Related Services Act, and the Job Placement and Training program. The Bureau is proposing to reduce the unemployment rate to 38 percent over five years. The FY 1997 unemployment rate was 50 percent and was reduced to 43 percent in FY 1999. Unemployment statistics for Indian Country are available through the Bureau's Labor Force Report every two years. Reporting for Long-term goal 1 will be provided in accordance with this schedule with annual reporting provided for the performance goals that contribute to the reduction in unemployment levels.

The Bureau also promotes improved housing and welfare to work programs to improve the quality of life in Indian communities. The Indian Arts and Crafts Board (IACB) informs and educates Indian artists and crafts



people, businesses, Indian museums and cultural centers, Tribes, and consumers about the provisions of *P.L. 101-644*, the Indian Arts and Crafts Act of 1990, as amended.

Improving the safety and functionality of facilities for clients involves improving, repairing, renovating, demolishing and replacing educational, public safety and justice, and general administration facilities and employee quarters. These projects are conducted according to the highest priority items in the backlog of deficiencies to provide safe, functional, economical, and energy-efficient facilities.

Improving safety in Tribal communities also includes the safety of dams, roads and bridges. The Bureau provides for inspection, maintenance and repair construction to fulfill dam repairs in accordance with the Department's Technical Priority Ranking list and Bureau road systems and bridges in accordance with Bureau inspection reports.

				FY 2001 Enacted BA	FY 2002 Proposed BA
Long-term Goal 1: By 2005, the Bureau will improve human capital in Indian communities and reduce the unemployment rate in Indian Country to 38 percent.				45,952	44,350
FY 2002 Performance Goal: 02.03.01.01.02: The Bureau will maintain the success rate of participants in reaching their educational, training and employment objectives at 89 percent.					
PERFORMANCE MEASURE: Percentage of success rate of employment and training participants in reaching their objectives.					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
60	70	80	84	87	89

#### Goal Description:

Successful employment is measured by the number of participants who have entered unsubsidized employment in any job placement, including self-employment, and can track this job placement for a duration of 90 days or more. Participants who have completed their education or training objectives are also considered successful.

The Bureau presently assists Tribes through implementation of the *P.L. 102-477* program and the Adult Vocational Training Program. The *P.L. 102-477* program allows Tribes to integrate all of their Federal employment, training, education, child care and related programs into one single program to address the problem of unemployment on Indian reservations. Tribes voluntarily combine their existing resources from as many as 12 different programs from the Bureau and the Departments of Labor and Health and Human Services into one coordinated effort. The program has reduced Tribal reporting by 96 percent; thus, instead of maintaining 12 separate sets of financial and client records, the Tribal participants report and maintain only one set of each to satisfy all Federal reporting requirements. Reduced administrative burdens result in increased time and resources devoted directly to clients which improves completion of training objectives and job placements.

The Adult Vocational Training program provides training

to Indian Adults to acquire the skills necessary for full-time employment. Training can be taken at any public or private institution that is accredited by a recognized national accrediting association, state agencies or the Bureau. Training is limited to 24 months, except for registered nurses training which is limited to a maximum of 36 months. Financial assistance is also available for travel and subsistence en route to employment, personal effects, child care, tools needed for employment and related expenses.

#### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives to 80 percent.
- **Report:** Exceeded - The Bureau achieved an 84 percent success rate of participants in reaching their educational, training and employment objectives. The *P.L. 102-477* program operated by the Bureau is actually performing at a 90 percent success rate, however, the Bureau's Adult Vocational Training program is struggling to maintain a 78 percent success rate. The Bureau will continue to implement both programs to the greatest extent possible within staffing constraints in an effort to achieve a higher level of success in reaching educational, training and employment objectives to reduce unemployment in Indian Country.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The number of Indians reaching educational goals and the number finding jobs is directly related to the mission of Strengthening Tribal communities through the development of self-sustaining economies.
Data Verification:	Two different processes are used for verification of the two different programs reported under this goal. 1) <i>P.L. 102-477</i> and 2) the Employment Assistance Program. During the past two years we have altered the data collection for the Employment Assistance Program so that we can measure it more effectively. The <i>P. L. 102-477</i> data collection required no changes. 1) The Headquarters OED is responsible for collecting data and aggregating data for the <i>P. L. 102-477</i> program. 100% of these reports are reviewed for mathematical accuracy. During on-site program reviews random checks are performed at the Tribal level to determine accuracy of data reported by all Tribes participating in <i>P. L. 102-477</i> . 2) The Regional Offices are responsible for collection of Employment Assistance program data. All report submissions are certified by both the Headquarter's Program Director and Regional Directors.
Data Source:	1). <i>P. L. 102-477</i> data is submitted directly by Tribes to Headquarters. 2). Employment Assistance data is collected by the Regional Offices from Tribes.
Data Limitations:	Regional/Agency and Tribes implementing the Employment Assistance program do not consistently provide data.
Planned Improvements:	1) The Bureau provides quarterly training to all <i>P. L. 102-477</i> Tribes including reporting requirements. 2) At the annual adult vocational training conference the Bureau will encourage Tribe/agencies and Regional Offices to submit accurate and timely reports for the employment assistance program. The Bureau will provide training and technical assistance to Tribes in the implementation and reporting of the Employment Assistance Program.

**FY 2002 Performance Goal:****02.03.01.02.02:** The Bureau will provide subsidy leverage to allow for private sector funding of 50 businesses that will create or sustain 1000 jobs.**PERFORMANCE MEASURE:** 1. Number of businesses funded.  
2. Number of jobs created/sustained.

	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	31	45	54	41	45	50
2	415	415	1000	843	900	1000

**Goal Description:**

The goal of the Loan Guaranty program is to provide subsidy leverage for private sector funding of businesses that will create or sustain employment on or near Federally recognized Indian reservations. The lack of presence of financial institutions on or near reservations, a reluctance by lenders to make loans on trust or reservation assets, the lack of adequate collateral to secure loans, and insufficient capital and equity resources have hindered Tribes and individuals on reservations from accessing private capital for establishing Indian-owned businesses. One negative impact is that the unemployment rate on Indian reservations has remained at a high level.

The primary focus for attainment of this goal is implementation of *P.L. 93-262*, the Indian Financing Act of 1974, which was enacted to stimulate and increase Indian entrepreneurship and employment through the establishment, acquisition, or expansion of Indian-owned economic enterprises. The Act authorizes financial assistance to Tribes and Tribal members for profit oriented enterprises through direct loans, guaranteed loans, non-reimbursable grants, and technical assistance funds. The Bureau presently assists Tribes by providing loan guarantees, approval of trust mortgages on loans by private lenders, and technical assistance grants. Increased access to capital will be promoted by: increased maximum loan amount to Tribes; increased delegations of authority to the Field level for approval of loans and mortgages; establishment of a website on

Bureau economic development programs; increased marketing of the Loan Guaranty program; coordination with other Federal agencies in developing economic development strategies; amending regulations for the Loan Guaranty program; and developing new guidelines and policy for the review and approval of trust property mortgages. Increased access to the Loan Guaranty program will lead to an increased number of businesses funded, which will in turn increase the employment of Indians residing on or near the reservations. The target levels for these goal measures calculate the number of additional "new" jobs and businesses created each year. These are not cumulative totals.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide subsidy leverage to allow for private sector funding of 54 businesses that will create or sustain 1,000 jobs.
- **Report:** Not Achieved - Although the Bureau did not achieve the projected performance targets, it did execute the program at a successful level in FY 2000. In FY 2000, the Bureau subsidized larger investment portfolios and restructured problem loans which subsidized 41 businesses within the available loan ceiling. The 41 businesses created 409 jobs and sustained 434 jobs. The higher numbers achieved for jobs in FY 1999 are attributed to a large Tribal loan that provided an unusually high number of jobs; this exceptional type of loan did not occur in FY 2000. The Bureau has adjusted goal target projections based on this and other historical performance.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by officials from Headquarters and the field. It was concluded that collecting data on the number of Indian-owned businesses financed and the resultant number of jobs created and sustained has a direct bearing in meeting the Bureau's goal of improving human capital in Indian communities.
Data Verification:	Regional Offices that approve guaranteed loans are responsible for collecting and aggregating the data through a standard Bureauwide reporting format for this goal. Both Regional and Headquarter's reports are certified by their respective Directors before submission of all reported data.
Data Source:	Data is collected and aggregated from approved loan guaranty requests submitted by lenders. Data is also obtained from loan applications submitted by borrowers to lenders.
Data Limitations:	The Bureau cannot control the quality of data derived from external sources such as loan applications from lenders requesting guarantees from the Bureau.
Planned Improvements:	The Bureau is adding into the Loan Management Accounting System (LOMAS) a standard informational page for management information purposes which will include the number of jobs created and sustained for each approved guaranteed loan. Each Regional Office approving a guaranteed loan will be required to use this page in the system. The page will then be used as a data source for reporting purposes.

**FY 2002 Performance Goal:**

**02.03.01.03.02:** The Bureau will increase Tribal revenue and jobs by ensuring that forest product sales total 650 million board feet.

**PERFORMANCE MEASURE:** Timber harvested in million board feet

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
673	681	650	509	650	650

**Goal Description:**

The main emphasis of this goal is to market forestry products to promote economic development and employment opportunities for Indian people on and off reservations. The Indian forest product sales program includes the preparation of sales and environmental compliance documentation. The Bureau also provides for the administration of forest contracts or paid permits that set the level of timber harvest and the development of forest management plans that provide the guidelines followed in the development of the timber sale, appraisal, and contract administration. Forest development and planning provides a great benefit to both Indian and adjacent non-Indian communities through the generation of revenues and the creation of jobs.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide for the administration of forest product sales and permits involving 650 million board feet.
- **Report:** Not Achieved - Two factors contributed to the harvest level being lower than the projected target. The first factor was the extreme forest fire season of the summer of 2000. Extreme fire danger in the forest results in cessation of harvesting activities until conditions improve usually by rain or snowfall. The second factor was a decline in the timber market for 2000. The Bureau will continue forest marketing activities and expects to resume the standard level of board feet in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters and Regional program staff. It was concluded that collecting data on the volume of timber harvested has a direct bearing on the goal to develop self-sustaining economies. The goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal use established written standards for data collection and reporting that are consistent across the Bureau. Manual collection and aggregation of data from over 100 field locations, both Bureau and Tribal, is complex and requires multiple error checks.
Data Source:	All data are collected and aggregated in Regional Offices and their field sites.
Data Limitations:	No limitations.
Planned Improvements:	The Bureau is in the process of changing existing procedures for the collection and aggregating data for trust assets in the development of the Trust Asset and Accounting Management System (TAAMS). Computerized collection should provide more accurate and timely information to manage programs and costs.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 2:</b> By 2005, the Indian Arts and Crafts Board (IACB) will promote the economic development of Indians through their arts and craft work. The IACB will initiate 60 trademark registrations for Indian arts and crafts marketing purposes; promote 75 Indian art exhibitions; promote public awareness of authentic Indian art by increasing public access to museum property by 5 percent; and increase public awareness and understanding of the Indian Arts and Crafts Act of 1990.	1,021	1,052

**FY 2002 PERFORMANCE GOAL:**

**02.04.02.01.02:** The IACB will initiate the registration of 30 trademarks for individual Indians or Tribes.

**PERFORMANCE MEASURE:** Cumulative number of Trademark registrations initiated.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	Program Establishment	Program Not Established	15	30

**WORKLOAD AND OTHER PERFORMANCE STATISTICS**

**PERFORMANCE INDICATOR:** Increase in public awareness and understanding of *P.L. 101-644*.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	Baseline Established	Baseline of 30,800 Established	31,416	32,044

**Goal Description:**

The IACB provides trademark services to preserve the integrity and promote the marketability of authentic Indian arts and craft products and ensures that Indians receive a greater share of the profits from the sale of their work in the art and crafts industry. To promote the trademark program, the IACB distributes press releases to Tribal governments, organizations and media; participates in Tribal and marketing workshops, regional seminars and conferences; and conducts on-site meetings with Tribes and their members. The IACB also promotes the awareness of *P.L. 101-644*, the Indian Arts and Crafts Act of 1990, to protect the livelihood of Indian artists and crafts people.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The IACB will establish a trademark registration program.
- **Report:** Not Achieved: The IACB was unable to establish the Trademark registration program due to continued conflicts concerning proposed amendments to the Indian Arts and Crafts Act of 1990 and the Lanham Act. The IACB is continuing discussions with the U.S. Patent and Trademark Office to resolve these potential conflicts and proposes to establish the program and begin issuing trademarks in FY 2001.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by the Indian Arts and Crafts Board (IACB) Commissioners and Headquarters staff. It was concluded that collecting data on the number of promoted Indian artist exhibitions had a direct bearing on the goal to promote the economic development of Indians. This goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	The IACB collects the data for this goal using the standard reporting form implemented across the Bureau. Information is collected by the Headquarters program office using official program files and publications. Director certification of reported data is provided on a quarterly basis.
Data Source:	Requests from Indian artisans and/or Tribes, to register their trademarks are collected and aggregated at Headquarters. The IACB reviews the publication of pending trademarks in the Official Gazette of the United States Patent and Trademark Office.
Data Limitations:	The IACB has very limited control over the quality and the receipt of final data. There is also limited control over the completeness and accuracy of trademark registration requests derived from external sources.
Planned Improvements:	No planned improvements.



**FY 2002 Performance Goal:**

02.04.02.02: The IACB will promote an additional 15 Indian artist exhibitions.

**PERFORMANCE MEASURE:** Cumulative number of Indian artist exhibitions promoted.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
14	29	44	44	59	74

**Goal Description:**

The IACB increases public awareness and marketability of authentic Indian arts and crafts through educational and promotional publications, websites, and promotional sales exhibition materials and programs. The IACB museums host promotional sales exhibitions for emerging Indian artists and crafts people. For each promotional sales exhibition, the IACB museums design and print a color brochure featuring photographs of the artist's work, biographical information on the artist, and sales information. The IACB museums advertise the sales exhibitions to the public through mass mailings of the brochures and press releases to local media. In addition, the IACB museums host an opening with the artist for each exhibition. The IACB also features the promotional sales exhibitions on its IACB website, which provides the artists with additional exposure on national and international levels.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The IACB will promote an additional 15 Indian artist exhibitions.
- **Report:** Achieved - In an effort to increase public awareness of Indian arts and crafts, the IACB promoted 15 additional Indian artist exhibitions in FY 2000 for cumulative total of 44 artist promoted since FY 1998. The IACB will continue to promote Indian artist exhibitions and expects to bring the cumulative level to 59 exhibitions in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by the Indian Arts and Crafts Board (IACB) Commissioners and Headquarters staff. It was concluded that collecting data on the level of public access to museum property had a direct bearing on the goal to promote the economic development of Indians. This goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	The IACB collects the data for this goal using the standard reporting form implemented across the Bureau. Information is collected by the Headquarters program office using official program files and publications. Director certification of reported data is provided on a quarterly basis.
Data Source:	Requests from Indian artisans, to have a promotional exhibition at one of our museums are collected and reviewed by the Chief Curator. The IACB reviews promotional exhibition monographs for each emerging artist sales exhibition.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:****02.04.02.03.02:** The IACB will increase public access to museum property to 618,856 visitors.**PERFORMANCE MEASURE:** Number of visitors that view IACB art collections

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
80,000	99,430	100,424	606,662	612,856	618,856

**Goal Description:**

The demand and sales of authentic Indian arts and crafts are increased through the public's access to the three IACB museum arts and crafts collections, community and media outreach programs, and the IACB website. Public access to museum property is measured by the number of visitors that view arts and crafts collections at the IACB museums and on the IACB website, as well as the number of visitors that view IACB collection objects on loan to other institutions.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The IACB will increase public access to museum property by one percent.
- **Report:** Exceeded: In FY 2000, the IACB had a 500 percent increase in public access to the IACB museums and arts and crafts collections. In addition to collections shown at IACB's three museums, objects are currently on loan to the Gilcrease Museum Traveling Exhibition, Buffalo Bill Historical Society, the Heard Museum, Pueblo Sangre de Cristo Arts and Conference Center, and the Washington Arts Pavilion. Placing these collections on loan has caused the tremendous increase in public access and awareness. The IACB will continue its efforts to increase public access to Indian arts and crafts in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by the Indian Arts and Crafts Board (IACB) Commissioners and Headquarters staff. It was concluded that collecting data on the level of public access to museum property had a direct bearing on the goal to promote the economic development of Indians. This goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	The IACB collects the data for this goal using the standard reporting form implemented across the Bureau. Information is collected by the Headquarters program office using official program files and publications. Director certification of reported data is provided on a quarterly basis.
Data Source:	Number of visitors who view the museum collections, pieces on loan from the collections to other institutions, and website visitors are collected and aggregated in Headquarters. The IACB reviews the museums monthly attendance reports, loan institutions attendance figures, and webpage counter.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-term Goal 3:</b> By 2005, the Bureau will improve the quality of life in Indian communities.	158,091	156,415

**FY 2002 Performance Goal:**

**02.03.03.01.02:** The Bureau will provide repair or replacement work to an additional 656 applicants for a total of 2,552 eligible housing applicants served.

**PERFORMANCE MEASURE:** Cumulative number of housing applicants receiving repair and replacement work.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	800	1,348	1,240	1,896	2,552

**Goal Description:**

There is a substantial amount of substandard housing in Indian Country. The Bureau's Housing Improvement Program (HIP) provides repair and renovation work to existing housing or provides housing, which may include construction of new modest housing in the form of a "grant for services." These services are provided to no- or low-income Indian families and individuals who have limited resources and who do not qualify for or cannot receive assistance from other Federal or State programs.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide repair or replacement work for an additional 548 of the 4,775 eligible housing applicants.
- **Report:** Not Achieved: Due to the new distribution methodology for HIP funds which was implemented in FY 2000, resources were not distributed until late in the fiscal year resulting in the Bureau only reaching 92 percent of its target level for this goal. With the new distribution methodology firmly in place, the Bureau expects housing repair and replacement work to proceed in an accelerated manner in FY 2001 and the projected goal target to be met.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Bureau officials and staff from the field through the Headquarters level using a set of validation criteria. It was concluded that collecting data on the number of homes renovated and constructed has a direct bearing on the goal of improving the quality of life in Indian communities.
Data Verification:	Regional Housing Officers are responsible for collecting and aggregating data for this goal using established data collection, entry, and reporting requirements that are consistent across the Bureau. Data quality reviews are employed and managers certify that verification have been accomplished.
Data Source:	All data is collected and aggregated from the Regional Offices who receive accomplishment data from Bureau field representative and Tribal contractors.
Data Limitations:	Data provided by Tribal contractors and Bureau field locations is consistent with the annual Tribal Work Plans that are submitted by the Tribes for fund distribution.
Planned Improvements:	The Bureau has created a new quarterly accomplishments form that will identify the recipient of services that is consistent with annual Tribal Work Plans. This form will ensure that fund distribution is made in accordance with the goal of providing services to the most needy Indian families.

**FY 2002 Performance Goal:**

**02.03.03.02.02:** The Bureau will increase the number of Tribes operating comprehensive welfare plans to 50.

**PERFORMANCE MEASURE:** Cumulative number of Tribes operating comprehensive welfare plans.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
12	16	25	35	45	50

**Goal Description:**

Under the authority of *P.L. 93-638*, as amended, Tribes have the authority to redesign their human services programs to comply with the Welfare-to-Work reforms. The Bureau has improved regulations that provide Tribes the flexibility to successfully redesign their welfare programs with less difficulty. The Bureau works closely with Tribes by providing them advice and direction in preparing comprehensive welfare plans.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will increase the number of Tribes operating comprehensive welfare plans to 25.
- **Report:** Exceeded - The Bureau increased the number of comprehensive welfare plans to 35, an additional 10 plans beyond what was projected. The inception of Welfare-to-Work reforms within the *P.L. 102-477* program has greatly contributed to the increase in welfare plans. The Bureau has adjusted the projected target levels in FY 2001 and FY 2002 to better reflect the capabilities of the Bureau in promoting comprehensive welfare plans.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Bureau officials and staff from the field through the headquarters level using a set of validation criteria. It was concluded that collecting data on the number of comprehensive welfare plans has a direct bearing on meeting the goal of improving the quality of life in Indian communities.
Data Verification:	The Office of Tribal Services is responsible for collecting and maintaining copies of all Tribal comprehensive welfare plans.
Data Source:	Comprehensive welfare plans are maintained in the Office of Tribal Services and are collected from Tribes, as well as the Office of Economic Development and the Office of Self-Governance who also assist Tribes in preparing the plans.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

## DISCONTINUED GOALS IN FY 2002

- **FY 2000 Goal:** The Bureau will assist adult care facilities in obtaining State Medicaid provider status.
- **Report:** The Bureau eliminated the target level for the goal pertaining to adult care facilities in FY 2000. Congress did not provide the funding requested for rehabilitation of adult care facilities to qualify for state assistance. Funding was not provided again in FY 2001 and the Bureau has eliminated the goal from the performance plan.
- **FY 2000 Goal:** The Bureau will assist 15 Tribes in establishing/utilizing alcohol and substance abuse prevention programs.
- **Report:** Not Achieved: The Office of Alcohol and Substance Abuse Prevention was unable to conduct its technical assistance with Tribes outlined in the Plan or to perform its function to meet mandates outlined in *P.L. 99-570*. The Bureau has discontinued the goal in FY 2001.

				FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 4:</b> By 2005, the Bureau will improve Highway Trust Fund (HTF)-constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.				26,669	27,327
<b>FY 2002 Performance Goal:</b> 02.03.04.01.02: The Bureau will maintain 1,800 miles of HTF and Bureau system paved roads.					
<b>PERFORMANCE MEASURE:</b> Number of miles of paved roads maintained.					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1,200	1,331	1,600	1,600	1,800	1,800

**Goal Description:**

The Transportation Equity Act of the 21<sup>st</sup> Century (TEA-21) requires that Bureau roads and bridges constructed from funds provided through the Department of Transportation's Highway Trust Fund (HTF) be adequately maintained to protect the public investment. The Bureau utilizes the HTF to fund construction and improvements of unsafe roads. Bureau funds are also utilized for maintenance activities on Bureau system paved roads. Activities include: smoothing roadway surfaces, cleaning ditches, removing snow and ice, filling potholes and repairing pavements. No mile of road is measured for the purposes of this goal until all possible maintenance has been conducted on that stretch of road to allow it to be passable to traffic.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will maintain 1,600 miles of Highway Trust Fund-constructed roads.
- **Report:** Achieved – The Bureau maintained 1,600 miles of Highway Trust Fund-constructed roads in FY 2000. The Bureau has updated its inventory from 1,800 miles of HTF paved roads to a new baseline total of 5,900 miles of all paved roads (HTF and Bureau) to be maintained. The Bureau is also refining the data collection methods for this goal to ensure that all Regional transportation offices will be collecting data in a consistent manner. The Bureau will continue to promote increased maintenance activities in FY 2001.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by officials and staff from the field offices through the Headquarters level using a set of validation criteria. It was concluded that maintaining Bureau paved roads to a passable condition has a direct bearing on the goal of strengthening Tribal communities by improving physical infrastructure. The goal is measurable, clear, and is directly related to the mission activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal have established standards for data collection, entry and reporting that are consistent across the Bureau. Security protocols are systematically followed throughout the process and Regional managers certify that the data provided has been verified. Headquarters provides quarterly reports using the standard format implemented Bureauwide and obtain program Director certification prior to submission.
Data Source:	Most of the data is collected and aggregated in the Regions and approximately 70% of the data for this goal is obtained from Tribal governments where <i>P.L. 93-638</i> , as amended, agreements have been established or from State/county governments where Memorandums of Understanding have been established.
Data Limitations:	Most road and bridge maintenance data are collected from external sources such as Tribal governments and local governments. The Bureau has very limited control over data quality and the timeliness of reporting the data where Tribes are required to submit only an annual report under the regulations of the Indian Self Determination Education and Assistance Act.
Planned Improvements:	The Bureau is in the process of changing existing procedures for the collection of the road/bridge maintenance performance data by training the program staff at the field level and by creating a partnership with Tribal staff involved in reporting the data through technical assistance.

**FY 2002 Performance Goal:****02.03.04.02.02:** The Bureau will maintain 12,000 miles of all other surface type Bureau system roads.**PERFORMANCE MEASURE:** Number of miles of all other Bureau system roads maintained.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	5,682	10,000	11,500	12,000	12,000

**Goal Description:**

The Bureau is responsible for the maintenance of 24,000 miles of Bureau system roads to a condition that provides safe and adequate transportation to and within Indian reservations, Indian lands, and Indian communities for the development of economic bases and the enhancement of self determination. Of these roads, 5,900 are paved miles and 18,100 are unpaved miles. The 24,000 miles fall within the 49,000 miles of roads covered by the Indian Reservation Roads program jointly administered by the Bureau and the Department of Transportation's Federal Highway Administration (FHWA). Bureau funds are utilized for maintenance activities which include: smoothing roadway surfaces, cleaning ditches, removing snow and ice, filling potholes and repairing pavements.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will maintain 10,000 miles of Bureau system roads (all surface types) to a safe standard.
- **Report:** Exceeded - The Bureau maintained 11,500 miles of other surface type roads in FY 2000. The Bureau is refining the data collection methods for this goal to ensure that all Regional transportation offices will be collecting data in a consistent manner. The Bureau will continue its efforts to provide increased maintenance activities in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by officials and staff from the field offices through the Headquarters level using a set of validation criteria. It was concluded that maintaining Bureau paved roads to a passable condition has a direct bearing on the goal of strengthening Tribal Communities by improving physical infrastructure. The goal is measurable, clear, and is directly related to the mission activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal have established standards for data collection, entry and reporting that are consistent across the Bureau. Security protocols are systematically followed throughout the process, and Regional managers certify that the data provided has been verified. Headquarters provides quarterly reports using the standard format implemented Bureauwide and obtain program Director certification prior to submission.
Data Source:	Most of the data is collected and aggregated in the Regions and approximately 70% of the data for this goal is obtained from Tribal governments where <i>P.L. 93-638</i> , as amended, agreements have been established or from State/county governments where Memorandums of Understanding have been established.
Data Limitations:	Most road and bridge maintenance data are collected from external sources such as Tribal governments and local governments. The Bureau has very limited control over data quality and the timeliness of reporting the data where Tribes are required to submit only an annual report under the regulations of the Indian Self Determination Education and Assistance Act.
Planned Improvements	The Bureau is in the process of changing existing procedures for the collection of the road/bridge maintenance performance data by training the program staff at the field level and by creating a partnership with Tribal staff involved in reporting the data through technical assistance.



**FY 2002 Performance Goal:**

**02.03.04.03.02:** The Bureau will maintain 492 Bureau system bridges, addressing urgent safety deficiencies as well as routine maintenance per inspection reports.

**PERFORMANCE MEASURE:** Number of bridges maintained.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	490	490	492	492	492

**Goal Description:**

The Bureau and FHWA provide the technical knowledge required to inspect half of all system bridges each year. Funds are utilized to address bridge safety deficiencies and conduct routine and preventive maintenance activities on the bridges.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will maintain 490 Bureau system bridges to address urgent safety deficiencies, preventive maintenance, and routine maintenance per inspection reports.
- **Report:** Exceeded – The Bureau provided maintenance on 492 Bureau system bridges in FY 2000. Providing for the safe transportation of vehicles over the bridges within Indian Country is an important aspect of providing for economic self-sufficiency and for the general well being of Indian communities. The Bureau will continue to promote bridge maintenance in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by officials and staff from the field offices through the Headquarters level using a set of validation criteria. It was concluded that maintaining Bureau bridges to a passable condition has a direct bearing on the goal of strengthening Tribal Communities by improving physical infrastructure. The goal is measurable, clear, and is directly related to the mission activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal have established standards for data collection, entry and reporting that are consistent across the Bureau. Security protocols are systematically followed throughout the process and Regional managers certify that the data provided has been verified. Headquarters provides quarterly reports using the standard format implemented Bureauwide and obtain program Director certification prior to submission.
Data Source:	Most of the data is collected and aggregated in the Regions and approximately 70% of the data for this goal is obtained from Tribal governments where <i>P.L. 93-638</i> , as amended, agreements have been established or from State/county governments where Memorandums of Agreement have been established.
Data Limitations:	Most road and bridge maintenance data are collected from external sources such as Tribal governments and local governments. The Bureau has very limited control over data quality and the timeliness of reporting the data where Tribes are required to submit only an annual report under the regulations of the Indian Self Determination Education and Assistance Act.
Planned Improvements:	The Bureau is in the process of changing existing procedures for the collection of the road/bridge maintenance performance data by training the program staff at the field level and by creating a partnership with Tribal staff involved in reporting the data through technical assistance.

				FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 5:</b> By 2005, the Bureau will improve the safety and functionality of Bureau schools and facilities for clients.				405,566	410,143
<b>FY 2002 Performance Goal:</b> <b>02.03.05.01.02:</b> The Bureau will begin construction on 6 elementary and secondary schools on the FY 2001 Education Facilities Replacement Construction Priority List.					
<b>PERFORMANCE MEASURE:</b> Cumulative number of schools on the FY 2001 priority list that began replacement construction.					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	--	1993 List 3	2000 List 6	2001 List 6

**Goal Description:**

Eighty two percent of the Bureau's building square footage is educational space. Two percent of these buildings are more than 100 years old, 20 percent are more than 50 years old, and 50 percent are more than 30 years old. School replacement priorities are based on a priority list of 20 schools. In January, 2001, the Bureau published a new Education Facilities Replacement Construction Priority List which added 7 schools to the January, 2000, list of 13 schools.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will replace the three elementary and secondary schools remaining on the 1993 Education Facilities Replacement Construction Priority List.
- **Report:** Achieved - The Bureau provided for replacement construction on the Shiprock Alternative School project, the Fond du Lac Ojibway School project, and the Seba Dalkai School in FY 2000. The Bureau will begin replacement construction on the next six of the 20 schools on the new FY 2001 Education Facilities Replacement Construction Priority List during FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Bureau officials, both Education and non-Education, and by Tribal leaders using a set of validation criteria. It was concluded that the collection of 638 contracts/compacts and commercial contract data had a direct bearing on the goal to provide for the safety and functionality of facilities. The goal is measurable, clear and directly related to the goal activity.
Data Verification:	Bureau officials and staff responsible for collecting and aggregating data for this goal use a standard devised inventory spreadsheet for data collection and reporting that are consistent across the Bureau. Data quality reviews are employed and field site validation or inspection of irregular or non-reporting locations are conducted. Quarterly reporting is submitted using the standard format implemented Bureauwide and all submissions are reviewed and certified by the program Director.
Data Source:	All data is collected and aggregated in Headquarters and field offices.
Data Limitations:	Most data is reported on inventory validation forms that are generated in field and Regional Offices where there is a lack of expertise or staffing which may effect the quality of data received.
Planned Improvements:	The Bureau is in the process of providing more technical assistance to locations without staffing or expertise.

**FY 2002 Performance Goal:**

**02.03.05.02.02:** The Bureau will award nine Education Facilities Improvement and Repair (FI&R) projects to reduce unsafe conditions at Bureau facilities.

**PERFORMANCE MEASURE:** Number of Education FI&R projects awarded.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
4	7	12	6	12	9

**Goal Description:**

The Bureau will seek to maximize the use of existing facilities and reduce costs of repair, operation, and maintenance by repairing, rehabilitating or replacing these facilities, in lieu of complete new construction. Where economically justified, work will include renovation, improvement, demolition and addition of facilities. The Bureau will reduce unsafe conditions at these facilities by awarding major improvement projects that will address life/safety building code violations, fire safety code violations, leaking natural gas lines, structurally unsound buildings, leaking roofs, deteriorated interiors, unhealthy restrooms and locker rooms, overcrowded classrooms, and removal of hazardous asbestos material.

In FY 2002, the Bureau will concentrate more resources toward strengthening the maintenance efforts at all Bureau facilities. The strategy is to stabilize or reduce the maintenance backlog to provide safe and functional

facilities throughout all areas of the Bureau. Resources for maintenance efforts will cause a reduction in the overall number of FI&R projects that the Bureau has outstanding.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will award 12 Facilities Improvement and Repair (FI&R) projects to reduce unsafe conditions at Bureau facilities.
- **Report:** Not Achieved - The Bureau awarded six FI&R projects in FY 2000. The Office of Facilities Management and Construction required that staff efforts be directed toward the awarding and obligation of the New School Replacement projects as its priority. Three of the remaining six FI&R projects were awarded during the first quarter of FY 2001. The Bureau will continue efforts to improve the number of FI&R projects awarded during FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Bureau officials, both Education and non-Education, and by Tribal leaders using a set of validation criteria. It was concluded that the collection of 638 contracts/compacts, and commercial contract data had a direct bearing on the goal to improve the safety and functionality of facilities. The goal is measurable, clear and directly related to the goal activity.
Data Verification:	Bureau officials and staff responsible for collecting and aggregating data for this goal use a standard devised inventory spreadsheet for data collection and reporting that are consistent across the Bureau. Data quality reviews are employed and field site validation or inspection are conducted by an independent contractor. Quarterly reporting is submitted using the standard format implemented Bureauwide and all submissions are reviewed and certified by the program Director.
Data Source:	All data is collected and aggregated in Headquarters and field offices.
Data Limitations:	Most data reported on inventory validation forms are generated in the Regions where there is a lack of staff to keep the Financial Management Information System current.
Planned Improvements	The Bureau is in the process of providing more technical assistance to locations without staffing or expertise.

**FY 2002 Performance Goal:**

**02.03.05.03.02:** The Bureau will prepare 10 radio systems for conversion to narrowband technology for a cumulative total of 34 systems prepared.

**PERFORMANCE MEASURE:** Cumulative number of radio systems prepared for conversion to narrowband technology.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	10	22	14	24	34

**Goal Description:**

Radio systems used by Bureau programs throughout Indian Country do not meet the requirements of 47 CFR Section 300 and 305. These substandard radio systems can lead to lack of critical communication and endangerment to public safety. The Telecommunications Improvement and Repair program provides technical assistance, guidance, and administration of Bureau telecommunication (voice and radio) systems and facilities.

Funding will be used for telecommunication program administration, frequency management, site management, and equipment purchasing to upgrade and prepare radio systems for conversion to narrowband technology.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will prepare an additional 12 radio sites for conversion to narrowband technology.
- **Report:** Not Achieved - Due to the necessary use of funds for priority repair and replacement to backbone telecommunications equipment throughout the fiscal year, the Bureau was only able to prepare four systems for conversion. The Bureau has adjusted program repair and maintenance schedules in line with appropriated funding and staff availability for this goal in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters and Regional officials using validation criteria for narrowband conversion. Reporting on the inventory of Bureau radio sites and equipment prepared for conversion supports the goal to improve the physical as well as human infrastructure of Indian Communities. The goal is measurable, clear, and directly related to the goal activity.
Data Verification:	Bureau officials responsible for collecting and aggregating data for this goal use a standard devised inventory spreadsheet for data collection and reporting that are consistent across the Bureau. Data quality reviews are employed and field site validations and inspections are conducted. Quarterly reports are submitted using the standard format implemented Bureauwide and all submissions are reviewed and certified by the program Director.
Data Source:	All data are collected and aggregated in Agency, Regional, and Headquarters offices.
Data Limitations:	Most data reported on inventory validation forms are generated in the Regions where there is a lack of telecommunications expertise or assistance. There are only three telecommunications specialist Bureauwide, with an estimated radio sites and equipment inventory of \$20 million, thousands of portable and hand held radios with VHF, UHF, or other low bands, which create limited control over data quality and timing of receipt of final data.
Planned Improvements:	The Bureau is in the process of providing more technical assistance to Regions without telecommunications expertise and assistance, as well as coordinating and consulting with other DOI bureaus for resource sharing.

**FY 2002 Performance Goal:**

**02.03.05.04.02:** The Bureau will replace an additional three of the 25 fire trucks noted on the 1997 Fire Truck list as being unsafe or unserviceable for a total of 23 trucks replaced.

**PERFORMANCE MEASURE:** Cumulative number of fire trucks replaced from the 1997 replacement list.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
5	15	17	17	20	23

**Goal Description:**

In 1997, the Bureau developed a listing of fire trucks that were 20 or more years old that needed to be replaced to ensure proper fire safety within schools, dormitories and Bureau-operated facilities. The Fire Protection program addresses all fire safety needs for Bureau schools, dormitories, and facilities. The Bureau will review pricing to ensure cost effective spending in order to replace fire trucks on the 1997 list. Current funding will allow the Bureau to purchase an additional three fire trucks.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will replace two of the 25 fire trucks noted on the 1997 Fire Truck list as being unsafe and unserviceable.
- **Report:** Achieved - The Bureau provided two trucks, one to Pine Hill School, NM, and one to Dennehotso Boarding School, AZ, during FY 2000. The Bureau will continue fire truck replacement efforts in FY 2001 to ensure the safety of facilities in Indian communities.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters and Regional staff using validation criteria. Inventory validation of Bureau fire trucks and equipment established in meeting the fire safety goal are directly related to improving the physical infrastructure of Indian communities. The goal is measurable, clear, and directly related to the goal activity.
Data Verification:	Bureau officials collect inventory data from field locations. Quarterly reports are submitted using the standard format implemented Bureauwide and all submissions are reviewed and certified by the program Director.
Data Source:	All data is collected and aggregated in Headquarters and field offices.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

					FY 2001 Enacted BA	FY 2002 Proposed BA
Long-Term Goal 6: By 2005, the Bureau will ensure that Bureau-owned dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams and maintenance on 9 dams.					25,209	25,320
FY 2002 PERFORMANCE GOAL: 02.03.06.01.02: The Bureau will complete priority rehabilitation construction on two dams in FY 2002 for a total of 19 dams with completed construction and will complete recurring and repair maintenance on 6 dams for a total of 15 dams with completed repair maintenance.						
PERFORMANCE MEASURE: 1. Cumulative number of dams with completed priority rehabilitation construction. 2. Cumulative number of dams with completed recurring and repair maintenance.						
	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	13	14	16	15	17	19
2	--	--	--	4	9	15

#### WORKLOAD AND OTHER PERFORMANCE STATISTICS

<b>PERFORMANCE INDICATOR:</b> <ol style="list-style-type: none"> <li>1. Number of dams receiving initial funding for rehabilitation construction.</li> <li>2. Number of dams inspected.</li> </ol>						
	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	4	2	1	1	3	1
2	55	25	25	50	25	25

\*Dams are inspected every three years according to maintenance schedules.

#### Goal Description:

There are currently 100 Bureau dams that require rehabilitation construction to alleviate risks to the population and surrounding environment. Of this number, there are 24 dams prioritized to receive urgent repair maintenance. The entire inventory of 115 dams requires annual recurring maintenance to prevent further deterioration leading to unsafe conditions. The number of dams completing rehabilitation construction will decline due to the prioritizing of funds for deficiency verification analysis, conceptual and final designs, and emergency management systems.

The Bureau's Safety of Dams program encompasses the rehabilitation construction (improvement) and maintenance of the 115 dams in the Bureau's inventory, which comprises approximately 25 percent of the Department's dam inventory of high and significant hazard dams. Program activities include inspections, technical evaluation of dam conditions, conceptual and final designs, rehabilitation construction, and those maintenance activities required to keep existing structures functioning properly.

#### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will complete repair construction on two dams in FY 2000 for a total of 16 dams completing construction.
- **Report:** Not Achieved - One of the targeted dams, McDonald Dam (Montana) completed rehabilitation construction. However, the Washakie Dam was not

completed due to major seepage noted during the first filling following rehabilitation construction, causing the Bureau to fall short of its goal of two dams completing construction. The Bureau will continue to work to have dam construction efforts completed in a timely manner in FY 2001.

#### DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by Headquarters and Regional staff. Since this is a rehabilitation construction program, it was determined that the number of dams rehabilitated (completed) would be the proper measurement of program progress. Within the construction activity, measuring when rehabilitation construction is completed is a useful, objective, and definable measurement in achieving progress towards a goal.
Data Verification:	Data is being collected in accordance with industry standards and is considered to meet all necessary measurement requirements to make determinations towards completeness of rehabilitation construction. The Regional Safety of Dams Office oversees the rehabilitation construction activity on dams under their purview. Once a dam had been rehabilitated, tests are performed during "first filling" of the upstream reservoir. Successful completion of the first filling is objectively measured and documented against predetermined criteria.
Data Source:	The data used to support the determinations for achieving progress towards the goal of completing rehabilitation construction is part of the construction completion reports compiled by the construction contractor and reviewed and approved by the Regional Safety of Dams Officer. Data collections are based on industry standards.
Data Limitations:	No limitations.
Planned Improvement:	No planned improvements.

## 2.4 ADMINISTRATIVE AND SUPPORT SERVICES GPRA PROGRAM ACTIVITY:

### GPRA Program Activity

**Administration and Support Services Mission Goal:** Improve the fiscal integrity and internal controls in the areas of property management, data and records management, procurement, and finance and improve processes for management and employee improvement.

**BUDGET TABLE**

ADMINISTRATION	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Long-Term Goal 1	113,188	119,361	125,250
Executive Direction- TPA	10,008	10,117	10,861
Administrative Services- TPA	12,765	12,984	13,551
ASIA: Policy - CO	0	0	2,196
ASIA: Management - CO	0	0	7,206
Policy Analysis and Planning- CO	5,249	9,229	0 <sup>3</sup>
Executive Direction- CO	3,367	3,243	8,885
Administrative Services- CO	12,932	14,162	10,895
Personnel Services- CO	1,162	1,160	0 <sup>4</sup>
Audit and Evaluation- CO	1,329	1,344	0 <sup>5</sup>
Information Technology Management- CO	9,773	9,356	10,989
ADP System Support- CO	496	498	0 <sup>6</sup>
Executive Direction & EEO- RO	2,267	2,386	2,627
Administrative Services- RO	11,082	11,309	15,517
Personnel Services- RO	3,720	3,734	3,803
Information Resource Management- RO	2,752	2,793	2,873
Intra-Governmental Payments- SPP	11,754	12,651	13,494
Workers Compensation- SPP	8,579	8,477	8,975
Unemployment Compensation- SPP	9,163	9,143	9,143
Employee Displacement Costs- SPP	5,247	5,235	4,235
CSRS Contribution Change- SPP	1,543	1,540	0 <sup>7</sup>

\*All dollar amounts are in thousands.

<sup>3</sup>This funding was subject to internal transfer under the NAPA reorganization.

<sup>4</sup>This funding was subject to internal transfer to the Executive Direction - CO line item.

<sup>5</sup>This funding was subject to internal transfer under the NAPA reorganization.

<sup>6</sup>This funding was subject to internal transfer to the Information Technology Management - CO line item.

<sup>7</sup>This funding was subject to internal transfer under the NAPA reorganization.



The Bureau provides administrative support activities that allow the organization to improve the services it provides and perform its basic mission as required by law. Highlighted High Risk and Material Weakness factors cited by the Office of the Inspector General and General Accounting Office are ever changing. Under this GPRA Program Activity, the Bureau intends to provide a continued effort to address each of these changing areas as they arise. The deficiencies are documented with either material weaknesses with corrective action

plans or as qualifications in the Bureau's Annual Financial Report. The Bureau will strive to meet all milestones within the established timeframes, placing the highest emphasis on implementation of corrective action plans and on the elimination of Report qualifications. In an effort to improve the quality of services that the Bureau provides to customers, customer service surveys and corrective actions will be developed and implemented.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 1:</b> The Bureau will provide for continued achievement of minimum acceptable standards for successful administrative processes by improving internal controls and eliminating identified material weaknesses/high risk factors, producing unqualified opinions to the financial statements, maintaining prompt payment performance at 97 percent, and utilizing customer service surveys to measure efficiency, timeliness and overall quality of Bureau customer service.	119,361	125,250

**FY 2002 Performance Goal:**

**02.04.01.01.02:** The Bureau will improve three of the nine internal controls cited by the Inspector General in FY 1999 to eliminate administrative weaknesses and ensure an unqualified audit opinion.

**PERFORMANCE MEASURE:** Number of internal controls improved.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	--	--	2	3

**Goal Description:**

In FY 1999, the Bureau received an unqualified audit opinion. However, within the Inspector General's (IG) report, 9 internal controls were cited for weaknesses that may result in a qualified audit opinion in the future if not addressed. These areas are:

1. construction-in-progress;
2. property, plant and equipment accounts;
3. budgetary accounts (accounting management);
4. financial information integrity reviews;
5. automated information systems;
6. accounts and interest receivable and related revenue and allowance for doubtful accounts;
7. deferred maintenance and reporting;
8. stewardship and performance measure reporting;
9. compliance with applicable laws and regulations.

The Bureau has scheduled a meeting in April, 2001, in which a primary task will be to develop a corrective action plan to improve these internal controls. The Bureau will implement the action plan and monitor

efforts to improve each of these areas. In FY 2001, the Bureau's focus will be the improvement of two of the internal controls, with three more scheduled for improvement in FY 2002. The action plan will determine how the internal controls will be addressed each year.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will reduce an additional 15 percent of the basis for qualifications to the Annual Financial Statement.
- **Report:** Exceeded - The Bureau received an unqualified audit for FY 2000. Since the Bureau also received an unqualified audit of its annual financial statement in FY 1999 and again in FY 2000, this goal has been revised in FY 2001 to reflect improvements to internal controls, a more valuable goal for improving the administrative processes within the Bureau.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by the Director of Administration who determined that the internal control weakness identified in the Bureau's annual audit has a direct bearing on the success of the Division of Accounting Management in meeting its reporting obligations.
Data Verification:	Internal control weaknesses are identified by the Chief Financial Officer Audit each fiscal year. All Bureau processes and procedures are audited by the IG by testing individual transactions inside and outside the Federal Financial System.
Data Source:	Data is collected from the accounting system and from field offices across the Bureau. The IG audits some of the field offices each year, samples the property records and does a complete physical inventory of all buildings.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

### FY 2002 Performance Goal:

**02.04.01.02.02:** The Bureau will ensure Prompt Pay performance levels are at 97 percent.

**PERFORMANCE MEASURE:** Percentage level of Prompt Pay performance that has accrued no interest penalties.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
88	88	96	86	97	97

**Goal Description:** In accordance with Prompt Payment Act requirements, the Bureau will pay bills in a timely manner, pay interest when late, and take discounts only within discount period. The Bureau will increase the number of small procurement purchases through the integrated charge card program implemented in the Department of the Interior and require vendors to provide bank information so that payments can be electronically transferred. The Bureau will also continue the operation of Remote Data Entry (RDE) at the Bureau's 12 Regions, selected Education sites, Law Enforcement, and the Washington Finance Office. This decentralized payment system is comprised of small payments less than \$2,500; utilities and telephone payments under \$10,000; and OPAC payments for motor and office pools.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will bring its Prompt Pay performance up to 96 percent.
- **Report:** Not Achieved - Prompt Pay performance by the Bureau was 86 percent, 10 percent below the projected target. The Bureau relocated its accounting operations from Albuquerque, NM, to Reston, VA, in FY 2000. Although the National Business Center administered the payments function for the Bureau, files had to be transferred to Denver, CO, to be maintained. The Regional Offices continue to make payments that are less than \$2,500, with 5 of the 12 Regions and large Education sites maintaining 98 percent of payments made without penalty. The Bureau expects to restore the level back to 97 percent nationwide.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was developed in line with the DOI establishment of a goal of 97% of payments paid without additional prompt payment penalties. This goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	In order to monitor this type of activity at the field and Headquarters level within the Bureau, a report was developed that recorded the number of payment vouchers subject to prompt pay and the number of vouchers paid with penalty. The Bureau offices responsible for processing payments do so in accordance with the Prompt Payment Act that are consistent across the Bureau and Federal Government. Data quality reviews are performed on a quarterly basis on RDE sites to sample payment vouchers to ensure timeliness and correctness.
Data Source:	Data is obtained through monthly generated financial reports summarizing data from all Regional Offices.
Data Limitations:	No limitations.
Planned Improvements	No planned improvements.

### FY 2002 Performance Goal:

**02.04.01.03.02:** The Bureau will develop one customer service survey to measure customer satisfaction with the programs and services under the purview of the Office of Law Enforcement Services.

**PERFORMANCE MEASURE:** The survey is developed and in the clearance process.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	Survey development	Survey development	Survey cleared and distributed	2nd survey developed

### Goal Description:

In an effort to provide quality services to Bureau customers, customer service surveys are a key in the evaluation of existing services. Over the next six years, the Bureau will develop customer service surveys for each of its major program areas. The survey proposed for FY 2002 will focus on the delivery of program services by the Office of Law Enforcement Services and customer satisfaction levels with those services. The survey will be developed during FY 2002. During FY 2003, the survey will be sent to the Office of Management and Budget for information collection clearance and distributed. Data results will be compiled, customer service goals will be developed, and corrective actions will be implemented, if necessary.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will develop a customer service survey to measure customer satisfaction with the Office of Tribal Services.
- **Report:** Achieved – The survey for the Office of Tribal Services was developed. Clearance procedures are underway to allow for distribution of the survey in FY 2001.

## DATA VALIDATION AND VERIFICATION

Data Validation:	This goal was established and reviewed in conjunction with program staff in an effort to establish a baseline of customer satisfaction levels with programs and services provided by the Bureau. It was determined that the goals for survey development and distribution were necessary to determine what level of services the Bureau is currently providing prior to the development of corrective action plans to improve services Bureauwide.
Data Verification:	Reporting data regarding survey development is provided using the standard format that is consistent across the Bureau. The progression of survey development is certified by the program Director.  Survey data will be collected in the survey format only using postal mail service or telefax submissions. Data will be compiled in a database format with data quality reviews and security protocols enforced.
Data Source:	The survey development reporting is provided by staff from the Office of Planning, Budget and Management Support who are directly responsible for survey development.  Survey data will be collected from the customers of the program office designated on the satisfaction survey. In the case of the Office of Law Enforcement Survey, this will include individuals living in Indian communities, other Law Enforcement offices and trainees at the Indian Police Academy.
Data Limitations:	There are no limitations on the data provided for survey development.  The success of the survey effort will rely heavily on the participation of customers in completing and submitting the survey.
Planned Improvements:	The Bureau will promote completion of surveys by customers during Tribal consultation meetings held throughout the fiscal year.  The Bureau will be developing a database program designed specifically for the collection and analysis of survey data. Database reports will be designed to assist in the establishment of the best possible courses of corrective action.

## 2.5 EDUCATION GPRA PROGRAM ACTIVITY:

### GPRA Program Activity

Education Mission Goal: To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.

**BUDGET TABLE**

EDUCATION	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Long-Term Goal 1	428,577	450,652	466,543
Scholarships- TPA	28,456	27,766	27,895
Adult Education- TPA	2,593	2,455	2,491
TCCC'S Supplement to Grants- TPA	1,076	1,112	1,147
Johnson-O'Malley Assistance Grants- TPA	17,387	16,998	17,148
Other-Education (Tribal Design)- TPA	1,355	1,354	1,355
ISEP (Formula Funds)- OR	316,502	330,070	343,933
ISEP (Program Adjustments)- OR	663	666	673
Early Childhood Development- OR	5,586	12,107	12,210
Tribally Controlled Community Colleges: Operating Grants- OR	34,220	37,029	38,029
Technical Assistance- OR	114	114	114
Endowment Grants- OR	977	975	975
Education Program Management- GA - CO	2,338	2,387	2,435
Education Personnel Services- GA - CO	2,012	2,055	2,099
Post Secondary Schools- SPP	13,967	14,236	14,711
Special Higher Education Scholarships- SPP	1,331	1,328	1,328
Long-Term Goal 2	93,563	94,594	95,226
Student Transportation- OR	36,099	36,217	36,546
Institutionalized Disabled- OR	3,747	3,743	3,813
Administrative Cost Grants- OR	42,160	43,065	43,065
Area/Agency Technical Support- OR	7,357	7,371	7,604
School Statistics ADP- OR	700	698	698
Intra-Governmental Payments- GA - SPP	3,500	3,500	3,500

\*All dollar amounts are in thousands.

The long-term goals are directed towards elementary and post-secondary education levels as well as higher education and the Bureau's efforts to improve proficiency, attendance, graduation levels, and technology. The Bureau intends to meet the many challenges in Indian education through improved services and curriculum, community and parental involvement, and by providing access to technology and improved infrastructure. The result will be more Indian graduates with the skills needed to succeed in the future.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 1:</b> By the end of School Year 2004-2005, the Bureau will improve the succession of Indian students to each educational level from early childhood development to job placement.	450,652	466,543

#### FY 2002 PERFORMANCE GOAL:

**02.05.01.01.02:** The Bureau will increase the proficiency of students in Math to 58 percent and Language Arts to 56 percent.

#### PERFORMANCE MEASURE:

1. Percentage of students proficient in Math.
2. Percentage of students proficient in Language Arts.

	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	41	43	47	50	54	58
2	41	41	45	48	52	56

#### Goal Description:

The implementation of the Educate America Act and the Improving America's Schools Act of 1994 have enhanced Bureau education reform efforts. Bureau schools are the only "state" in the union where all schools have developed School Reform Plans. The plans include student achievement and behavioral goals, parental involvement goals, and staff development strategies to

improve teaching and learning. The Bureau has two initiatives that will improve data gathering, the tracking of student achievement, and the quality of services provided by the Bureau's Education personnel office. Federally-mandated content and performance standards instituted within schools across the country will challenge those schools by reforming the current education process.

#### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will improve the percentage of students proficient in Math and Language Arts by eight percent.
- **Report:** Exceeded – The Bureau exceeded the projected target level of a combined eight percent increase by achieving a 14 percent increase in Math and Language Arts<sup>1</sup>. During FY 2000, the Bureau focused on the restructuring and relocation of offices within the Office of Indian Education Programs (OIEP) in an effort to respond to the National Academy of Public Administration Study denoting the need for improvement within the administrative support functions. With the restructuring, the Division of School Program Support and Improvement has been relocated to Albuquerque, New Mexico, to better facilitate the administration of programs. The Division collaborates with each Education Line Office to carry out technical assistance and training through the 13 School Reform Education Specialists. The specialists who were hired are located in the field to have a

closer proximity to the schools, with particular emphasis on and expertise in the programs legislated through the Goals 2000: Educate America Act, the Improving America's Schools Act of 1994 and the Individuals with Disabilities Education Act of 1997. Through guidance and collaboration with the Division, schools will be able to provide high standards, high expectations and expanded opportunities for all children in pre-school through high school to succeed academically. Under the Family and Child Education Program (FACE), advanced training sessions were conducted twice throughout the year and attended by the 200 staff at the 22 FACE program schools. Also, the Comprehensive School Reform Demonstration Program was started and considerable planning, discussion and training on how to implement school reform and how to determine the progress of the demonstration schools has occurred. With each of these efforts accomplished, the OIEP will be better able to provide education reform at the school level in FY 2001.

<sup>1</sup>The percentages reported for Math and Language proficiency in the FY 2000 GPRA Performance Report are correct; the percentages contained in the CFO Accountability Report were incomplete when the report went to print.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff based upon education and school standards. The goal is measurable, clear and directly related to the education goal to provide for the successful advancement of students.
Data Verification:	The data is obtained directly from Bureau and Tribal schools and is verified and processed at the Headquarters level. Headquarters staff provides quarterly reports using the standard reporting format used Bureauwide. All reports are certified by the Program Director prior to submission.
Data Source:	The Annual Report and automated individual school report cards are completed at the school level utilizing school curriculum that is aligned with State assessments. Schools submit Consolidated School Reform Report Cards and Indian School Equalization Program (ISEP) reports.
Data Limitations:	Schools under <i>P. L. 93-638</i> contracts and <i>P. L. 100-297</i> grants are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements	The OIEP plans to fully automate the reporting process to allow for more timely submission of reporting.

### FY 2002 PERFORMANCE GOAL:

**02.05.01.02.02:** The Bureau will increase the student attendance rate at Bureau/Tribal schools to 92 percent.

### PERFORMANCE MEASURE: Annual attendance rate.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
90	91	91.5	90	91	92

## WORKLOAD AND OTHER PERFORMANCE STATISTICS

### PERFORMANCE INDICATOR: Annual enrollment retention rate.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
95	99	99	94	99	100

### Goal Description:

All schools have developed Consolidated School Reform Plans (CSRP) to guide them in improving indicators such as the attendance rate. Through the programs and plans developed within the school reform plan, there should be an overall improvement in attendance rates. Safer and more proficient schools with interesting curriculum will entice students to attend classes. To determine significant improvements under the CSRP, the schools are required to submit an annual report at the end of the school year.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will improve the attendance rate at Bureau/Tribal schools by 0.5 percent.
- **Report:** Not Achieved - The Bureau did not attain its overall targeted level of increased attendance rate. However, based upon the school report card, 72 schools or 41 percent of the 173 Bureau schools have met or exceeded the target level of 91.5 percent. In order to move the attendance rate higher than the current 90 percent, the OIEP will continue to focus on training and technical assistance to promote student attendance.



## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff based upon education and school standards. The goal is measurable, clear and directly related to the education goal to provide for the successful advancement of students.
Data Verification:	The data is obtained directly from schools and is verified and processed at the Headquarters level. Headquarters staff provides quarterly reporting using the standard reporting format used Bureauwide. All reports are certified by the Program Director prior to submission.
Data Source:	The Annual Report and automated individual school report cards are completed at the school level utilizing school curriculum that is aligned with State assessments. Schools submit annual Consolidated School Reform Report Cards and Indian School Equalization Program (ISEP) reports.
Data Limitations:	Tribal schools under <i>P. L. 93-638</i> contracts and <i>P. L. 100-297</i> grants are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements:	The OIEP plans to fully automate the reporting process to allow for more timely submissions from the field.

### FY 2002 Performance Goal:

**02.05.01.03.02:** The Bureau will increase teacher proficient in new assessments to 78 percent

**PERFORMANCE MEASURE:** Percentage of teachers proficient in the use of new assessments.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
45	54	59	68	73	78

### Goal Description:

All schools assess students to determine their proficiency levels using multiple measures in language arts and mathematics. One of the measurement tools must be a valid and reliable instrument, thus the standardized achievement test continues to be used. In 1988, an Arizona pilot in the Tucson Unified District began using "new assessments" that have been termed "authentic" assessments because they are based on individual student performance. They are used either to confirm or modify the placement according to those standardized achievement test scores.

These authentic assessments require more training for teachers to utilize because they require observation and interpretation of those observations. The training is very intensive and extremely effective. The training will

improve teacher proficiency in issuing and reviewing these assessments to allow for better placement of students within their learning abilities and ensuring successful progression of students to each grade level.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will improve the percentage of teachers proficient in new assessments by 5 percent.
- **Report:** Exceeded – Sixty-eight percent of teachers are considered proficient or better in new assessments based on the Consolidated School Reform Report Card. The OIEP will continue to focus on training and technical assistance in order to increase the percentage of teachers in the proficient and advanced categories of new assessments.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff based upon education and school standards. The goal is measurable, clear and directly related to the education goal to provide for the successful advancement of students.
Data Verification:	The data is obtained directly from schools and is verified and processed at the Headquarters level. Headquarters provides quarterly reporting using the standard reporting format used Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Annual Consolidated School Reform Report Cards and ISEP reports are completed at the school level by tracking the number of new assessments utilized by teachers. School officials monitor the implementation of assessments using assessment guidelines provided by the manufacturer.
Data Limitations:	Tribal schools under <i>P. L. 93-638</i> contracts and <i>P. L. 100-297</i> grants are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements:	The OIEP plans to fully automate the reporting process to allow for more timely submissions from the field.

### FY 2002 Performance Goal:

**02.05.01.04.02:** The Bureau will provide for 100 percent accreditation at Bureau and Tribal schools.

**PERFORMANCE MEASURE:** Percentage of schools accredited.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
94	98	100	96	100	100

### Goal Description:

Regional accreditation associations and State Department of Education offices establish the standards required for accreditation of local schools. Both Tribally- and Bureau-operated schools will have to meet these new standards if they are to maintain accredited school programs. The three accreditation requirements Bureau schools find most difficult to meet concern library services, specialized instructional staff (e.g., reading specialists), and counseling standards. Many of the programs and schools funded by the Bureau are operated in Indian communities which are regionally isolated and removed from the mainstream of American society. Recruiting qualified educators to live and work on remote Indian reservations is extremely difficult without pay incentives, housing allowances and/or other benefits that might attract new recruits. It is recognized that the quality of staff affects student achievement. The improvement efforts by the OIEP in the area of personnel will result in streamlined, more efficient

hiring to more effectively recruit and hire quality teachers. It will also provide an improved service delivery system to reduce employee dissatisfaction and improve staff retention rates.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will provide for 100 percent accreditation at Bureau and Tribal schools.
- **Report:** Not Achieved - The Bureau's School Accreditation Report noted the following accreditation deficiencies: student/teacher ratio, adequate facilities, teacher certification, and staffing needs. The Bureau had planned to remedy each of these areas in FY 2000 but fell four percent short of the projected goal. The Bureau is re-evaluating program efforts for accreditation and will strive to achieve 100 percent accreditation in FY 2001.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff based upon education and school standards. The goal is measurable, clear and directly related to the education goal to provide for the successful advancement of students.
Data Verification:	The data is obtained directly from Bureau and Tribal schools and is verified and processed at the Headquarters level. Headquarters staff provides quarterly reports using the standard reporting format used Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	The Annual Report and automated individual school report cards are completed at the school level utilizing school accreditation reports that are aligned with State assessments. Schools submit Consolidated School Reform Report Cards and Indian School Equalization Program (ISEP) reports.
Data Limitations:	Tribal schools under <i>P. L. 93-638</i> contract and <i>P. L. 100-297</i> grants are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements:	The OIEP plans to fully automate the reporting process to allow for more timely submissions from the field.

### FY 2002 PERFORMANCE GOAL:

**02.05.01.05.02:** The Bureau will confer 1,395 degrees at Tribally Controlled Community Colleges(TCCCs) and postsecondary schools.

### PERFORMANCE MEASURE: Number of degrees conferred.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1,179	1,105	1,138	1,395	1,395	1,395

## WORKLOAD AND OTHER PERFORMANCE STATISTICS

### PERFORMANCE INDICATOR: Number of full time students at TCCCs and postsecondary schools.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
10,481	10,798	10,833	12,924	12,924	12,924

### Goal Description:

The Bureau will work toward full implementation of Executive Order 13021, Tribal Colleges and Universities, for all Tribal colleges by coordinating activities designed to increase partnerships among Tribal colleges, elementary and secondary schools, and their respective communities. The Bureau will provide for key requirements in the Tribal Colleges' funding priorities such as maintaining accreditation, fiscal management, instructional capability, library services, student support services, staff and curricula development, and improved facilities maintenance and construction.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will confer 1,138 degrees at Tribally Controlled Community Colleges and postsecondary schools.
- **Report:** Exceeded - Tribally Controlled Community Colleges had an enrollment of 8,984 and the postsecondary schools – Haskell Indian Nations University and Southwestern Indian Polytechnic Institute – had 2,225 and 1,715 in enrollment, respectively, for a total enrollment of 12,924. The actual number of degrees conferred was 1,395, 16 percent above the projected target and nearly 10 percent of the total enrollment. The OIEP will continue to promote this level of degree attainment for students in FY 2001.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff. The goal is measurable, clear and directly related to the efforts of Tribal colleges in promoting the education mission to provide for the successful advancement of students.
Data Verification:	The data is obtained directly from the TCCCs and the postsecondary schools and is verified by school officials. Reports are sent to Headquarters annually for review and aggregation of data. All submissions are certified by the Director prior to submission.
Data Source:	Annual Reports are completed at the TCCCs and postsecondary schools.
Data Limitations:	Annual reporting data is due on December 1. This is between academic terms for most Tribal institutions and most college personnel are not on duty to prepare the data collection until the Spring of each year.
Planned Improvements:	The Bureau plans to have all TCCCs and postsecondary schools cabled and connected to the Internet to assist in expediting the reporting process.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 2:</b> By the end of School Year 2004-2005, the Bureau will provide for an improvement in technology, infrastructure, and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.	94,594	95,226

**FY 2002 PERFORMANCE GOAL:**

**02.05.02.03.02:** The Bureau will increase teacher proficiency in technology use to 75 percent.

**PERFORMANCE MEASURE:** Percentage of teachers proficient in technology use.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
38	45	54	67	71	75

**Goal Description:**

In line with the Educational Excellence for All Children Act of 1999, the Bureau will provide for the improvement of teacher instruction in the field of technology to ensure the highest quality instruction for students. Intensive professional development will be required so that teachers will deliver classroom instruction that helps all students reach high academic performance standards.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will improve the percentage of teachers proficient in technology use by nine percent.
- **Report:** Exceeded – Sixty-seven percent of teachers are reported as proficient or better in technology use based on the Consolidated School Reform Report Card. The OIEP will continue to focus on training and technical assistance in order to increase the percentage of teachers in the proficient and advanced categories of technology use.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was established by Headquarters and field staff based upon established education and school standards. The goal is measurable, clear and is directly related to the goal of improving technology to maximize learning opportunities.
Data Verification:	The data is obtained directly from Bureau and Tribal schools and is verified and processed at the Headquarters level. Headquarters staff provides quarterly reports using the standard reporting format used Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	The Annual Report and automated individual school report cards are completed at the school level utilizing school curriculum that is aligned with State assessments. Schools submit annual Consolidated School Reform Report Cards and Indian School Equalization Program (ISEP) reports.
Data Limitations:	Tribal schools under <i>P. L. 93-638</i> contracts and <i>P. L. 100-297</i> grants are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements:	The OIEP plans to fully automate the reporting process to allow for more timely submission of reporting.

**FY 2002 PERFORMANCE GOAL:****02.05.02.04.02:** The Bureau will provide for a 10 percent reduction in the incidences of violence among students.**PERFORMANCE MEASURE:** Number of incidences of violence among students..

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
9,963	12,331	11,097	10,706	9,635	8,672

**WORKLOAD AND OTHER PERFORMANCE STATISTICS****PERFORMANCE INDICATOR:** 1. Percentage of parental involvement  
2. Reduced number of incidences of substance abuse among students

	FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1	45	83	65	94	95	96
2	6,111	6,108	4,950	4,531	4,078	3,670

**Goal Description:**

The Bureau is working toward providing safe, disciplined, and alcohol- and drug-free environments. In order for its schools to help all Indian children reach high academic standards, the Bureau is focusing on addressing the need for creative, effective, and coordinated approaches to prevent youth involvement with alcohol, tobacco, and other drugs, as well as to reduce the incidence of violence within its schools and communities. As part of the Consolidated School Reform Plan, the schools are addressing the goal of: (1) reducing the number of incidents related to alcohol or substance abuse; and, (2) reducing the number of incidents related to violence. The Bureau encourages the schools to use drug and substance abuse prevention curricula that are culturally relevant, build self-esteem, reduce negative peer pressure, and develop positive decisionmaking skills.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide for a 10 percent reduction in the incidences of violence among students.
- **Report:** Exceeded – The OIEP initiated a new positive support behavior curriculum which provided some positive impact on the number of incidences of violent behaviors in FY 2000. However, there was also a reduction in enrollment for the School Year, especially at the secondary level at the Off-Reservation Boarding high schools, where a significant number of violent behaviors occur as a result of alcohol or drug abuse. The enrollment levels may be a significant contributor to the additional decrease of almost four percent. All data is currently being reviewed to determine the true impact of the curriculum versus enrollment levels. OIEP believes that the enrollment at the boarding schools will remain level and are hesitant to project a higher decrease in instances of violence for FY 2001 than 10 percent. If a higher decrease is realized for two consecutive years, there could be a trend in positive behaviors and the goal could be increased beyond the 10 percent level.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff. The goal is measurable, clear and directly related to the education goal to provide for the safety and general well being of American Indian and Alaska Native students.
Data Verification:	The data is obtained directly from schools and is verified and processed at the Headquarters level. Headquarters staff provides quarterly reports using the standard reporting format used Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Annual Consolidated School Reform Report Cards and ISEP reports are completed at the school level and include tracking of the incidences of violence and substance abuse.
Data Limitations:	Schools under <i>P. L. 93-638</i> contracts and <i>P. L. 100-297</i> grants are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements:	The OIEP plans to fully automate the reporting process to allow for more timely submission of reporting.

### FY 2002 Performance Goal:

**02.05.02.05.02:** The Bureau will provide for \$2.27 in Indian student transportation funding in an effort to bring funding up to a rate comparable to the national average.

**PERFORMANCE MEASURE:** Amount of student transportation mileage funding.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
1.90 per mile	2.10	2.26	2.30	2.27	2.27

### Goal Description:

The Bureau will use requested funds for bus fuel to transport students to and from school, the replacement and upgrade of worn out vehicles in accordance with National and State transportation standards, and bus driver training, certification and salaries. Because poor road conditions increase the cost of transportation, miles driven on unimproved roads are given an additional 20 percent weight under the current distribution formula. Many of these types of roads are prevalent in Indian Country where the schools are located.

### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will provide student transportation mileage funding comparable to the national average through an increase of \$0.16 per mile.
- **Report:** Exceeded – The Bureau exceeded the projected goal by providing a \$0.20 increase in Student Transportation funding in FY 2000. Unfortunately, due to projected funding constraints, the OIEP expects to experience a decrease of \$0.03 per mile in FY 2001, this decrease will leave funding at \$2.27 per mile. The Bureau is committed to providing safe and reliable transportation for students in Indian Country and will continue to strive to bring Indian Country student transportation funding up to a level commensurate with the 1994 national average of \$2.92 by FY 2005.

## DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was established by Headquarters and field staff based upon education and school standards. The goal is measurable, clear, and directly related to the education goal to provide for the safety and general well-being of students.
Data Verification:	The data is obtained from the Department of Education and Bureau staff and is verified and processed at the Headquarters level. Headquarter's staff provides quarterly reports using the standard reporting format used Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	The Department of Education and the Bureau's fund distribution provide data for the annual transportation mileage count and comparison is made to the Department of Education statistics.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

### DISCONTINUED GOALS:

- **FY 2000 Goal:** The Bureau will provide 1,000 replacement computers for classroom use.
- **Report:** Not Achieved – The Bureau replaced 250 computers in FY 2000. This goal was based on a Y2K replacement initiative which is no longer receiving appropriated funding and the Bureau has eliminated the goal.
- **FY 2000 Goal:** The Bureau will connect an additional 52 schools to Internet access.
- **Report:** Exceeded – All 185 Bureau/Tribal schools have been connected to the Internet and it is no longer necessary to maintain this goal.



## 2.6 RESOURCES MANAGEMENT GPRA PROGRAM ACTIVITY:

### GPRA Program Activity

**Resources Management Mission Goal:** To assist American Indian and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.

BUDGET TABLE

RESOURCES MANAGEMENT	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Long-Term Goal 1	90,773	92,851	93,582
Agriculture - TPA	19,873	19,945	20,426
Natural Resources, General - TPA	3,987	4,069	4,106
Wetlands/Waterfowl Mgmt.- OR	594	593	0 <sup>8</sup>
Tribal Management/Development Programs- OR	0	0	593
Irrigation O & M- OR	9,893	9,969	10,055
Noxious Weed Eradication- NR	1,978	1,990	2,007
Forestry - NR	15,898	16,441	16,693
Irrigation Drainage- NR	25	25	25
Water Mgmt., Planning, and Pre-Development - NR	7,847	7,892	7,850
Natural Resources, General - CO	3,371	3,419	3,476
Agriculture - RO	539	548	558
Forestry - RO	1,017	1,049	1,072
Natural Resources, General - RO	370	386	1,396
Yakama Nation Signal Peak Road (Forestry-budworm)		1,200	
RES.MGMT.CON -Irrigation Project Construction:Navajo Indian Irrig. Project	25,381	25,325	25,325
LONG TERM GOAL 2	34,536	34,870	30,950
Wildlife & Parks - TPA	4,449	4,353	4,528

<sup>8</sup>Funds have been internally transferred to the Tribal Management/Development Program.

## BUDGET TABLE CONTINUE

RESOURCES MANAGEMENT	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Wildlife and Parks - OR Rights Protection Implementation: Western Washington (Boldt)	4,940	5,045	4,416
Washington State Timber-Fish-Wildlife Project	3,048	3,041	0
Columbia River Fisheries Mgmt.	2,645	2,720	3,193
Great Lakes Area Resources Mgmt.	4,060	4,114	4,116
Chippewa/Ottawa Treaty Fisheries	1,325	679	682
US/Canada Pacific Salmon	4,121	4,182	4,236
Upper Columbia United Tribes	309	317	0 <sup>9</sup>
Lake Roosevelt Management	614	630	0
Fish Hatchery Operations- OR	1,304	1,327	1,044
Fish Hatchery Maintenance- OR	397	403	409
Alaska Subsistence- OR	6,580	499	0 <sup>10</sup>
Tribal Management/Development Programs- OR	0	6,801	7,551
Unresolved Hunting & Fishing Rights- NR	384	394	402
Wildlife and Parks - RO	360	365	373
LONG-TERM GOAL 3	1,914	1,911	1,911
Indian Integrated Resources Info Pgm (IIRIP)- SPP	1,314	1,311	1,311
Forestry- NR	200	200	200
Mineral and Mining- NR	200	200	200
Water Mgmt., Planning, and Pre-Development- NR	200	200	200

\*All dollar amounts are in thousands.

<sup>9</sup>Funds have been internally transferred to the Tribal Management/Development Program.

<sup>10</sup>Funds have been internally transferred to the Tribal Management/Development Program.

The long-term goals involve supporting the protection and prudent and integrated management of natural resources located on Indian lands and the meaningful exercise of off-reservation treaty hunting, fishing and gathering rights. Key resource areas receiving support on Indian lands include reforestation, wetlands and rangeland management, and fish and wildlife management. Key off- reservation resources providing for the exercise of treaty rights include Pacific salmon and Great Lakes fisheries.

Integrated Resource Management Plans (IRMPs) link the natural environment (scientific data and concepts) and social realities (human, cultural, and traditional values) to create resource policies that support a healthy

ecosystem while taking into account a community's cultural, economic, and social goals. A Tribe's IRMP is subject to its control and provides clear direction to Tribal and Bureau managers, as well as other agencies, as to how the Tribe wishes the reservation resources to be managed.

The majority of these programs are contracted and/or compacted to Tribes who are dependent on continuing appropriations to accomplish related objectives. Statements of Work and expected results and accomplishments are negotiated on a contract-by-contract basis, with oversight and the monitoring of contract performance conducted by Bureau personnel.

		FY 2001 Enacted BA	FY 2002 Proposed BA		
Long-Term Goal 1: By 2005, the Bureau will restore and enhance natural resources on Tribal Lands.		92,851	92,989		
FY 2002 PERFORMANCE GOAL: 03.06.01.01.02: The Bureau will provide for the reforestation and improvement of 25 percent of the 1.3 million acres of forest lands needing treatment.					
PERFORMANCE MEASURE: Cumulative number of acres reforested.					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
72,448	142,335	195,000	194,957	260,000	325,000

#### Goal Description:

The reforestation performance goal eliminates the annual inventory of acres needing treatment so the Indian forest owners will benefit from the full productive capacity of their forests. The Bureau promotes forestry management and development through tree planting and precommercial thinning of areas identified in the annual inventory of forest development needs. The Bureau also develops forest management plans which set the policy and guidelines for the creation of forest development projects and post project monitoring. Over 80 percent of the Forest Development program is performed by Tribes under *P.L. 93-638* contracts or self governance compacts.

#### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will provide for the reforestation and improvement of an additional 15 percent of the 1.3 million acres of forest lands in Indian Country needing treatment.
- **Report:** Not Achieved - Despite the extreme forest fire season of the summer of 2000, which resulted in the cessation of reforestation activities, the Bureau was able to reforest all but 43 acres of the targeted 195,000 acres. The Bureau will continue reforestation activity and expects to be back on target in FY 2001.

#### DATA VALIDATION AND VERIFICATION

Data Validation:	The goal was reviewed by Headquarters and Regional program staff. It was concluded that collecting data on the number of acres of reforestation and timber stand improvement has a direct bearing on the goal of protecting and preserving natural resources on Trust lands. The goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal use established written standards for data collection and reporting that are consistent across the Bureau.
Data Source:	All data are collected and aggregated in the Regions.
Data Limitations:	Manual collection and aggregation of data from over 100 field locations, both Bureau and Tribal, is complex and requires multiple validation checks.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

**03.06.01.02.02:** The Bureau will provide for the restoration of an additional 80,000 acres of trust lands infested with noxious weeds to productive agronomic uses for a cumulative total of 430,000 acres.

**PERFORMANCE MEASURE:** Cumulative number of acres receiving weed eradication.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
80,000	160,000	240,000	270,000	350,000	430,000

**Goal Description:**

The key component of the agriculture program involves restoring Indian lands infested with noxious weeds to productive agronomic uses. Reduced forage caused by noxious weeds results in an economic loss of millions of dollars annually to Indian people. Noxious weeds also contribute to advanced soil loss and erosion. The noxious weed integrated management plan includes the use of chemical, mechanical, cultural and biological control methods. Bureau staff provide technical assistance to Tribal programs at the field level involving Indian farmers and ranchers. The staff serve as coordinators with other Federal and State agencies to provide technical assistance funding to support Tribal agriculture programs.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide for the restoration of 80,000 acres of trust lands infested with noxious weeds to productive agronomic uses.
- **Report:** Exceeded - The Bureau provided restoration to 110,000 acres of trust lands infested with noxious weeds in FY 2000, which was about 13 percent over the targeted goal. The Bureau exceeded the 80,000 acres in FY 2000 because it received greater than the 50 percent cost share currently required of participants. The cost share is utilized to maximize the benefits of the minimally funded noxious weed eradication program. Occasionally, there are participants who are willing to provide greater than the 50 percent cost share which results in the ability to treat more acres; however, this cannot be guaranteed to occur annually so the Bureau will maintain the goal at an increase of 80,000 acres.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters and Regional program staff. It was concluded that collecting data on the number of acres receiving weed eradication has a direct bearing on the goal of protecting and preserving natural resources on Trust lands. The goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	Data is collected at the Regions using field checks, aerial photography and yearly accomplishment reports and submitted to Headquarters. Headquarter provides quarterly reports using the standard reporting format used Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	The Bureau conducts field checks, aerial photography and yearly accomplishment reports.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:****03.06.01.03.02:** The Bureau will provide for the enhancement of an additional 6,500 acres of wetlands.**PERFORMANCE MEASURE:** Cumulative number of wetland acres enhanced.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
6,500	16,832	23,332	24,098	30,598	37,098

**Goal Description:**

The Wetland Enhancement program provides support for wetland rehabilitation and waterfowl enhancement projects. Restored and enhanced wetland habitats support the seasonal (Spring and Fall) migrations of ducks and geese, provide expanded opportunities for Tribal members, and offer enhanced opportunities for wild rice gathering. Degradation of wetland areas in the States of Minnesota, Wisconsin, and Michigan have resulted in the loss of key habitat for waterfowl and other species, impacts to waterfowl populations and bio-diversity, and severe reductions in wild rice, a key gathering resource of Chippewa Tribes in the area. The enhancement of these wetland and waterfowl resources require close coordination among State, Federal, Tribal and local governments working through the North American Waterfowl Management Plan; these coordination efforts are implemented by Tribes. The Bureau conducts annual

evaluations of project proposals from Tribes to determine fund distributions based on consensus-building procedures and ranking criteria. The Bureau also executes existing 638 contracts in support of Tribal wetland rehabilitation.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide for the enhancement of 6,500 acres of wetlands.
- **Report:** Exceeded – The Bureau provided for the enhancement of 7,266 acres of wetlands in FY 2000 for a cumulative total of 24, 098 acres enhanced since FY 1998. Appropriated funding allows for a baseline of 6,500 additional acres each year and the Bureau will remain with that level for the FY 2001 year.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was reviewed by Regional staff working with Tribal biologists who are expending program funds on wetland enhancement projects. It was concluded that wetland enhancement was directly related to meeting the Bureau's goal to protect and preserve natural resources on Trust lands. The goal is measurable, clear, and directly related to the goal activity.
Data Verification:	Bureau officials responsible for collecting and aggregating data for this goal require the collection of this data in the field as part of the Tribal project proposal evaluation and approval process. Headquarters staff provides quarterly reports using the standard reporting format utilized Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Data are collected in the field by Tribal biologists responsible for implementing wetland enhancement projects with oversight provided by Regional personnel.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

03.06.01.04.02: The Bureau will provide support for 225 Tribal water management projects.

**PERFORMANCE MEASURE:** Cumulative number of Tribal water management projects funded since FY 1998.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
79	110	200	200	225	225

**Goal Description:**

The Bureau will assist Tribes in developing conservation and management plans to protect and preserve their water resources. The Bureau also supports the Tribal Youth Water Technician Training program. The Bureau plans to increase the number of Tribal projects conducted annually and will enable the addition of training sessions to meet the growing demand of Tribal governments and the interest of Indian youth. Projects include: geographic, hydrologic quantitative and qualitative analysis of water and related land resources, ground and surface water quality and quantity monitoring, aquifer classification and stream gaging.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide support for an additional 90 Tribal water management projects.
- **Report:** Achieved – The Bureau provided support for 90 Tribal water management projects for a cumulative total of 200 projects since FY 1998. This support is an essential part of assisting Tribes in preserving water resources and the Bureau will add an additional 25 projects in FY 2001 for a total of 225 projects supported.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters and Regional program staff. It was concluded that collecting data on the number of water preservation projects conducted has a direct bearing on the goal of protecting and preserving natural resources on Trust lands. The goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal use established written standards for data collection and reporting that are consistent across the Bureau.
Data Source:	All data are collected and aggregated in the Regions.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

				FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 2:</b> By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Fish Hatchery Operation and Maintenance programs.				34,870	30,950
<b>FY 2002 PERFORMANCE GOAL:</b> <b>03.06.02.01.02:</b> The Bureau will provide for the exercise of off-reservation treaty rights by 43 Tribes.					
<b>PERFORMANCE MEASURE:</b> Number of Tribes assisted with establishing and maintaining treaty rights					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
41	41	41	41	43	43

**Goal Description:**

Tribes have jurisdiction over hunting and fishing activities on trust lands containing natural lakes and impoundments, perennial streams, and millions of acres of wildlife habitat. Through the Off- Reservation Treaty Rights program, Tribes are encouraged to contract or compact for the full range of resources management, harvest management, biological research and rights protection activities comparable to those carried out by State fish and game and Federal land management agencies. The Bureau executes and administers existing contracts with inter-Tribal fish and wildlife commissions and authorities, their member Tribes, and other fish and wildlife resource Tribes and organizations. Contracted services include monitoring and regulating Indian hunt-

ing, fishing, and gathering activity, site maintenance, and diverse resource management functions and operations, both on and off Indian reservations.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide for the exercise of off-reservation treaty rights by 41 Tribes.
- **Report:** Achieved – The Bureau assisted 41 Tribes in exercising off-reservation treaty rights. The execution of this program is extremely valuable in promoting Tribal self-determination and preservation. The Bureau will continue its efforts in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was reviewed by Regional staff working with Tribal biologists who are expending program funds for the implementation of off-reservation hunting and fishing programs. It was concluded that the hunting and fishing programs are directly related to meeting the Bureau's goal to protect and preserve natural resources on Trust lands. The goal is measurable, clear, and directly related to the goal activity.
Data Verification:	Bureau officials responsible for collecting and aggregating data for this goal require the collection of this data in the field as part of the evaluation and approval process. Headquarters staff provides GPRA reports using the standard reporting format utilized Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Data are collected in the field by Tribal biologists responsible for implementing the program services with oversight provided by Regional personnel.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.



**FY 2002 Performance Goal:**

**03.06.02.02.02:** The Bureau will provide assistance in support of 17 inter-Tribal resource co-management programs.

**PERFORMANCE MEASURE:** Number of inter-Tribal co-management programs receiving assistance.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
17	17	17	17	17	17

**Goal Description:**

Many Tribes have not been successful but are interested in developing co-management roles and responsibilities with the management jurisdiction. Opportunities are made available to Tribes as the result of State or Federal management agencies recognizing Tribes which operate continuing, credible resource management pro-

grams. The Bureau assists in developing Tribal resource management capabilities, promoting inter-Tribal communications, coordination of shared resource issues, and facilitating Tribal participation with other management jurisdictions in addressing resource issues of common concern.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide assistance in support of 50 Tribal Management programs.
- **Report:** Achieved – The Bureau provided assistance to 50 Tribal Management Development programs in FY 2000. The Tribal Management Development programs are a solid means of promoting Indian self determination and resource preservation. The Bureau will continue the valuable efforts in promoting this program in FY 2001.

The 50 Management Program goal was adopted in an attempt to cover all program activity, including all fish, wildlife and outdoor recreation programs conducted by Tribes. However, the Bureau only controls funding and has oversight for the inter-Tribal co-management pro-

gram functions. Tribes implement all of the Management program activities through either contracts and compacts with monies appropriated through the Bureau, their own funding (obtained through the sale of hunting and fishing licenses, casino revenue, etc.), and with funding received from a host of other Federal agencies and state/private sources. Only the Tribal governments are in a position to relate program performance for the full parameters established by total Tribal Management/ Development programs for the areas not funded or reviewed by the Bureau. Therefore, to reduce the scope of the goal to those program areas that the Bureau truly has oversight capability for, the Bureau is modifying this goal to reflect just the 17 inter-Tribal co-management programs covered by the Bureau's Resources Management program.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was developed by Headquarters and Regional staff working with Tribal biologists who are expending program funds for the implementation of inter-Tribal co-management programs. It was concluded that inter-Tribal co-management programs are directly related to meeting the Bureau's goal to protect and preserve natural resources on Trust lands. The goal is measurable, clear, and directly related to the goal activity.
Data Verification:	Bureau officials responsible for collecting and aggregating data for this goal require the collection of this data in the field as part of the evaluation and approval process. Headquarters staff provides GPRA reports using the standard reporting format utilized Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Data are collected in the field by Tribal biologists responsible for implementing the program services with oversight provided by Regional personnel.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:****03.06.02.03.02:** The Bureau will provide support for 23 maintenance projects for fishing access sites.**PERFORMANCE MEASURE:** Number of fishing access site maintenance projects funded.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
0	17	17	17	23	23

**Goal Description:**

The Bureau is required under a Memorandum of Agreement (MOA) with the U.S. Army Corp of Engineers to provide a portion of the law enforcement activities for the enforcement of fishing use regulations imposed on the fishing access sites proposed for acquisition from the U.S. Army Corp of Engineers. The Bureau provides the basic level of law enforcement and maintenance needed to protect Tribal fishing rights along the Columbia River. Additionally, the Bureau will provide operations and maintenance at the time of site acquisition to reduce vandalism, ensure proper enforcement, and to reduce long-term deferred maintenance costs.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide support for 17 maintenance projects for fishing access sites.
- **Report:** Achieved – The Bureau was able to provide support for 17 maintenance projects in FY 2000. Providing maintenance and enforcement services allows for the preservation of the fishing access sites which is a valuable service to Tribes. The Bureau is increasing the number of access sites it will maintain to 23 in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was reviewed by Regional staff working with the Army Corps of Engineers which is developing Indian fishing access sites along the Columbia River and turning them over to the Bureau for maintenance upon completion of the development phase. It was concluded that the development and maintenance of these sites was directly related to meeting the Bureau's goal to protect and preserve natural resources on Trust lands. The goal is measurable, clear and directly related to the goal activity.
Data Verification:	Bureau officials responsible for collecting and aggregating data for this goal do so as part of the process established with the Corps for receiving the sites following development. Headquarters staff provides GPRA reports using the standard reporting format utilized Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Data are collected and aggregated by Regional Office personnel and communicated to Headquarter officials for performance reporting.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:****03.06.02.04.02:** The Bureau will provide support for 50 Tribal Fish Hatchery Maintenance projects.**PERFORMANCE MEASURE:** Number of fish hatchery projects funded.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
54	50	50	56	50	50

**Goal Description:**

Unlike States, Tribes have not been eligible to receive other Federal funding for sport fishery enhancement programs to implement artificial propagation programs. Some Indian fish production facilities are managed to assist in the recovery of species listed as threatened and endangered, to restore other important depleted stocks, and to mitigate for fishery resource impairment caused by land and water-related development. Many Tribal hatchery facilities are old and in need of regular repair.

Contracts under *P.L. 93-638* will be executed with fish-producing Tribes in support of needed maintenance projects. These contracts will result in an increase in salmon and steelhead trout releases from Tribal hatcheries in the Pacific Northwest, creating greater benefits for Indian and non-Indian commercial and sport fisheries in the United States and Canada, and lead to more

fish to satisfy Indian subsistence and ceremonial needs. Throughout the rest of the country, recreational opportunities created by the stocking of catchable trout, wall-eye, and other species would be greatly enhanced and more sport fishermen would be attracted to Indian reservations, thereby assisting in developing reservation economies.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide support for 50 Tribal fish hatchery maintenance projects.
- **Report:** Exceeded – The Bureau assisted with 56 fish hatchery maintenance projects in FY 2000. This goal is a valuable tool in providing for improved economies as well as the preservation of natural resources. The Bureau will continue its efforts to provide the maximum service allowable within funding for this program area in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was developed by Headquarters and Regional staff working with Tribal biologists who are expending program funds for the maintenance of Tribally owned and operated fish hatcheries. It was concluded that the maintenance of these facilities is directly related to meeting the Bureau's goal to protect and preserve natural resources on Trust lands. The goal is measurable, clear, and directly related to the goal activity.
Data Verification:	Bureau officials responsible for collecting and aggregating data for this goal require the collection of this data in the field as part of the evaluation and approval process. Headquarters staff provides GPRA reports using the standard reporting format utilized Bureauwide. All reports are certified by the program Director prior to submission.
Data Source:	Data are collected and aggregated by Regional and Headquarters staff through the review of Tribal hatchery maintenance project proposals and associated finalization of project funding distributions.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 3:</b> By 2005, the Bureau will increase the number of IRMPs* to 50.	1,911	1,911

**FY 2002 PERFORMANCE GOAL:**

**03.06.03.01.02:** The Bureau will increase the number of Tribes developing IRMPs by establishing an additional 12 planning grants for a cumulative total of 48 grants established.

**PERFORMANCE MEASURE:** Cumulative number of IRMP planning grants established

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	12	17	24	36	48

\*Integrated Resource Management Plans

**Goal Description:**

The primary objective of the performance goal is to address the serious deficit of Tribal strategic natural resource goals and objectives through the development of IRMPs. IRMPs are the accepted planning mechanism of most Federal, State and county land management agencies.

The Bureau and Tribes recognize the need for an integrated resource management approach to optimize benefits and address use conflicts on Indian reservations. The new IRMP grant program assists Tribes in the development of these plans through three primary components. The bulk of the funds are provided to Tribes to assist them in the development of IRMPs. The second program component is the development and distribution of resource and support materials. The third component of program support is training. This effort provides one- to two-hour introductory training at national and regional meetings, one- to two-day training courses to resource managers initiating an IRMP development project, and a five-day intensive planning project design

workshops which assist individual Tribes in creating a planning process that best suits their local needs. The IRMP program receives funding contributions from the Bureau's Forestry, Minerals Management, and Land and Water programs at \$200,000 each for a total amount of \$600,000 and one full-time equivalent (FTE) providing staff support.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will increase the number of Tribes developing IRMPs by establishing an additional five planning grants.
- **Report:** Exceeded – The Bureau provided for an additional seven planning grants beyond the projected five in FY 2000. IRMPs are a valuable tool for promoting Tribal self-determination and protecting Tribal natural resources. The Bureau is committed to the implementation of IRMPs and has adjusted the target level to provide for eight additional grants in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters and Regional program staff. It was concluded that collecting data on the number of planning grants awarded has a direct bearing on the goal of protecting and preserving natural resources. The goal is measurable, clear, and is directly related to the goal activity.
Data Verification:	Bureau offices responsible for collecting and aggregating data for this goal use established written standards for data collection and reporting that are consistent across the Bureau.
Data Source:	All data are collected and aggregated at Headquarters.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

## 2.7 TRUST SERVICES GPRA PROGRAM ACTIVITY:

### GPRA Program Activity

**Trust Services Mission Goal:** Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.

**BUDGET TABLE**

TRUST SERVICES	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
LONG TERM GOAL 1	806	806	806
American Indian Trust - CO	806	806	0 <sup>11</sup>
ASIA: Policy - CO	0	0	806
LONG TERM GOAL2	54,028	66,545	89,930
Trust Services, General - TPA	1,176	2,884	2,580
Other Rights Protection- TPA	2,314	2,118	2,214
Water Resources - TPA	3,474	3,538	3,631
ANILCA Programs- TPA	743	528	579
ANCSA Historical and Cemetary Sites- TPA	238	402	414
Indian Rights Protection:- NR Litigation Support	1,987	1,983	1,983
Water Rights Negotiations/Litigation	10,976	10,958	11,000
Attorneys Fees	2,520	2,660	2,514
Federal Energy Regulatory Commission (FERC) Activities- NR	701	699	701
Navajo-Hopi Settlement Program- NR	1,270	1,296	1,339
Trust Services - CO	671	1,197	1,170
Water Resources - RO	541	550	560
All Other Indian Rights Protection- RO	289	289	296
White Earth Land Settlement Act (Adm.)	622	625	625
Hoopa-Yurok Settlement	245	250	250

\*All dollar amounts are in thousands.

<sup>11</sup>Funds have been internally transferred to reflect the reorganization of the Office of the Assistant Secretary - Indian Affairs as recommended by the National Academy of Public Administration (NAPA) Study.

## BUDGET TABLE CONTINUED

TRUST SERVICES	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
Indian Water Rights Settlements: Ute Indian Rights Settlement	24,883	24,828	24,728
Pyramid Lake Water Rights Settlement	259	341	142
Rocky Boys	0	7,982	7,950
(Michigan) Great Lakes Fishing Settlement	0	1,996	6,254
Shivwits	0	0	5,000
Santo Domingo Pueblo	0	0	2,000
Colorado Ute	0	0	8,000
Torres-Martinez	0	0	6,000
Walker River Paiute (Weber Dam)	124	174	0
Aleutian-Pribilof Church Restoration	995	1,247	0
LONG TERM GOAL 3	18,435	20,590	19,740
Environmental Quality Services- TPA	1,131	1,216	1,257
Minerals and Mining - TPA	2,239	2,346	2,429
Endangered Species- NR	2,607	2,637	1,645
Environmental Management- NR	9,763	9,770	9,816
Minerals and Mining - NR	1,682	1,679	1,684
Trust Services, General - RO	565	2,488	2,447
Environmental Quality Services --RO	210	213	217
Minerals and Mining - RO	238	241	245

\*All dollar amounts are in thousands.

# BUDGET TABLE CONTINUED

TRUST SERVICES	FY 2000 Enacted	FY 2001 Enacted	FY 2002 Proposed
LONG TERM GOAL 4	37,996	65,554	74,342
Real Estate Services - TPA	19,554	25,379	27,752
Real Estate Appraisals- TPA	3,449	5,704	8,348
Probate- TPA	0	4,469	6,061
Real Estate Services - NR	5,055	9,418	9,513
Real Estate Services - CO	922	927	937
Real Estate Appraisals - CO	0	0	508
Land Records Improvement- CO	512	512	514
Real Estate Services- RO	1,905	6,934	7,140
Land Titles & Records Offices- RO	3,342	10,128	11,486
Land Records Improvement- RO	3,257	2,083	2,083

\*All dollar amounts are in thousands.

The long-term goals promote the protection and preservation of trust laws and resources through evaluation, Tribal litigation and negotiation of land and water settlements, environmental management, and improved real estate transactions. The Bureau strategies for each include: evaluating Tribal performance of trust functions; continued funding of Interior water rights negoti-

ation teams and Tribal teams in the respective efforts to prepare the legal and technical research to settle Tribal water rights claims; funding of historical and technical studies in support of Tribal land claims; improving environmental management efforts through training and audit; and growth of income through improved trust transactions.

	FY 2001 Enacted BA	FY 2002 Proposed BA			
<b>Long-Term Goal 1:</b> The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.	806	806			
<b>FY 2002 PERFORMANCE GOAL:</b> <b>03.07.01.01.02:</b> The Office of American Indian Trust (OAIT) will perform 70 trust evaluations.					
<b>PERFORMANCE MEASURE:</b> Number of trust evaluations performed.					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	67	67	67	70

**Goal Description:**

The OAIT annually evaluates Tribal performance of trust functions in the Self Governance program pursuant to 25 CFR 1000.355. Specifically, the OAIT reviews selected transactions and conducts on-site inspections of trust resources. Transactions are checked for compliance with applicable statutory and regulatory requirements, as well as compliance with the provisions of each self governance compact Annual Funding Agreement, including verification that the same level of trust services is provided to individual Indians as would have been provided by the Secretary. The evaluations document the existence of systems of internal controls

and trust standards. Deficiencies are also documented and corrective actions are implemented.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The OAIT will perform 67 trust evaluations.
- **Report:** Achieved – The Bureau met its projected target. Ensuring Trust compliance is an imperative function and the OAIT will continue its efforts to conduct the maximum number of evaluations allowable within funding and staffing resources in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal is mandated by statute, 25 U.S.C. 458cc, pursuant to which all Tribes who perform trust functions must be evaluated annually. It was determined that interviews, transaction reviews, and site inspections would constitute relevant and meaningful data to support the conclusion that Tribes are satisfactorily performing trust functions in avoidance of imminent jeopardy to trust resources.
Data Verification:	Draft evaluation reports are reviewed for accuracy by the evaluated Tribes and are subsequently subjected to staff peer and supervisory review prior to issuance by the Assistant Secretary - Indian Affairs. The Director, Office of American Indian Trust, certifies that the reports are accurate and complete.
Data Source:	All data supporting trust evaluations are collect by the OAIT through on-reservation interviews of Tribes, review of randomly selected trust transactions in Tribal files and site inspections.
Data Limitations:	Time is a limiting factor as to how many transactions can be evaluated for each Tribe. Generally, one transaction per trust function can be evaluated per Tribe (that is approximately four transactions per trust evaluation, e.g., one lease, one timber sale, one grazing permit, one appraisal).
Planned Improvements:	OAIT is proposing that the Bureau adopt "checklist" documentation to be used for each trust transaction approved by Bureau approving officials. The checklists would evidence that each transaction is in compliance with Federal statutory and regulatory standards. Completed checklists would be kept in a central database, from which OAIT would randomly select high risk transactions for on-site verification of compliance, as well as site inspections of the results "on the ground." Use of the checklist would provide "real time evaluation of compliance." In addition, it is anticipated that efficiency in time would be realized by selecting transactions from a database and this time could be reallocated to additional on-site transaction reviews or to more extensive on-site inspections.



	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 2:</b> By 2005, the Bureau will improve the assistance provided to Tribes in establishing and defining water and land claims through negotiation.	66,545	89,930

#### FY 2002 PERFORMANCE GOAL:

**03.07.02.01.02:** The Bureau will assist 63 Tribes by procuring defense services or private counsel in support of water and land claims.

**PERFORMANCE MEASURE:** Number of Tribes assisted to procure technical services and legal counsel in support of water and land claims and the protection of trust and cultural resources.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
57	57	57	57	63	63

#### Goal Description:

Many reservations do not have sufficient water for domestic use or economic development because their water rights have not been determined with the United States. Failure to properly address water and land claims gives rise to the potential for breach of trust actions by owner-Tribes. Settlement of these claims also benefits the associated non-Indian communities by clearing legal encumbrances to land title and water usage. The Attorney Fees and Litigation Support programs provide financial assistance to eligible Tribes to procure legal counsel and technical support to assist them in litigation or negotiation proceedings to establish or defend their rights guaranteed by treaty, statute, court order, Executive Order or other legal authority. The annual performance for litigation, water claims and

treaty rights activities is determined on the basis of priority rankings of project proposals and the number of Tribal requests received and approved by the Bureau.

#### FY 2000 PERFORMANCE REPORT:

- **Goal:** The Bureau will assist 57 Tribes by procuring defense services or private counsel in support of water and land claims.
- **Report:** Achieved – The Bureau met its projected target in FY 2000. In FY 2001, the Bureau anticipates an increase in the number of requests that will be received and has adjusted the goal target to reflect assistance being provided to all requests. The Bureau intends to provide the maximum amount of assistance possible for every request.

#### DATA VALIDATION AND VERIFICATION

Data Validation:	Bureau management officials at various organizational levels have reviewed the performance goal in terms of consistency with the Bureau's mission and strategic plan. It has been determined that the measure is appropriate as it provides information on the level of support provided to Tribes in pursuing water and land claims or protecting Tribal trust resources.
Data Verification:	Performance data reports are reviewed and approved by a management official. Data files are also available for inspection. Funding documents used to report actual performance data are prepared and maintained by an independent office. Data is reported using the standard Bureau format for performance reporting. All report submissions are certified by the Director prior to submission.
Data Source:	The data is maintained and aggregated at Headquarters.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

**03.07.02.02.02:** The Bureau will fund 20 Departmental teams involved in land and water quantitative negotiations and implementation of Indian land and water rights claims.

**PERFORMANCE MEASURE:** Number of teams funded to perform negotiation and settlement of land and water rights claims.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
20	27	20	20	20	20

**Goal Description:**

The Bureau provides the resources to fund several Departmental water rights negotiation teams as the primary contact with Tribes and Federal and non-Federal agencies engaged in water resources activities. The Bureau's efforts will be directed toward achieving successful negotiations of Tribal claims to water, land and other treaty rights.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will fund 20 Departmental teams involved in land and water quantitative negotiations and implementation of Indian land and water rights claims.
- **Report:** Achieved – The Bureau met its projected target. The Bureau will continue to fund 20 teams that are involved in land and water quantitative negotiations and the implementation of Indian land and water rights claims in FY 2001. The number of teams will not change through 2005 unless or until one or more of the cases are resolved or the Department of Justice or a Tribe files a new case. Water rights cases typically continue from 10 to 50 years or more because the litigation is complex and agreements must be reached in conjunction with other Federal agencies as well as Tribal governments.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was established by Headquarters and field staff. It was concluded that collecting data on the number of negotiation teams funded to support Land and water cases was directly related to the mission of ensuring the Trust responsibility to protect and preserve Trust lands.
Data Verification:	Data related to this goal is collected and aggregated by the Bureau's Office of Trust Responsibilities. Data is reported under GPRA requirements using the standard format implemented Bureauwide.
Data Source:	The data is maintained and aggregated at Headquarters and Regional offices.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

**03.07.02.03.02:** The Bureau will fund 80 project proposals for technical research and studies.

**PERFORMANCE MEASURE:** Number of project proposals funded

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
71	82	80	83	80	80

**Goal Description:**

This annual goal is designed around implementation of the Litigation Support and Water Resources Litigation/Negotiation programs, which are designed to develop Indian water and land settlements, monitor collection data for pending settlements, and provide technical support to Tribal governments in litigation/negotiation activities.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will fund 80 project proposals for technical research and studies.
- **Report:** Exceeded – The Bureau has exceeded its projected target by providing funding to an additional three project proposals. Because the number of proposals that will actually be filed is unknown, the Bureau cannot project higher than the target level of 80 in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was established by Headquarters and field staff. It was concluded that collecting data on the number of negotiation teams funded to support Land and Water cases was directly related to the mission of ensuring the Trust responsibility to protect and preserve Trust lands.
Data Verification:	Data related to this goal is collected and aggregated by the Bureau's Office of Trust Responsibilities. Data is reported under GPRA requirements using the standard format implemented Bureauwide.
Data Source:	The data is maintained and aggregated at Headquarters and Regional offices.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

				FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 3:</b> By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.				20,590	19,740
<b>FY 2002 PERFORMANCE GOAL:</b> <b>03.07.03.01.02:</b> The Bureau will train an additional 500 Bureau and Tribal employees in the areas of environmental management and endangered species preservation for a cumulative total of 1,655 trained.					
<b>PERFORMANCE MEASURE:</b> Cumulative number of Bureau and Tribal employees trained.					
FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	250	750	655	1,155	1,655

**Goal Description:**

Many environmental, cultural resources, and endangered species compliance problems that the Bureau and Tribes face are the result of inadequate training of staff. The Bureau has several training efforts underway to more adequately train its own staff as well as offer training opportunities to Tribal employees. To increase Bureau compliance with environmental, cultural resources, and endangered species requirements, it is necessary to have appropriate guidance for Bureau staff and managers.

The Bureau will provide training for 500 Bureau and/or Tribal employees regarding environmental, cultural resources, and endangered species compliance. Some courses may be held in conjunction with the Environmental Protection Agency (EPA), other Department of the Interior programs, or other governmental agencies.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will train an additional 500 Bureau and Tribal employees in the areas of environmental management and endangered species preservation.
- **Report:** Not Achieved – The Bureau provided training for 405 individuals. The three training sessions that were to be performed by EPA instructors on PCB/lead based paint and asbestos compliance were not held. It is possible that other training was held, but not recorded as reporting was not received from all Regions. To correct this problem, the Bureau has attempted to ensure full Regional reporting in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was developed by Headquarters staff and reviewed by Regional staff at a Bureau national environmental program meeting. The consensus of those involved in the review was that collecting data on the number of people trained had a direct bearing on the Bureau's ability to reduce the Bureau's unperformed environmental obligations.
Data Verification:	The data is gathered by the Regional or Headquarters staff who perform the training or contract to have the training performed. Data is reported by Headquarters staff under GPRA requirements using the standard format implemented Bureauwide. All submissions are certified by the program Director prior to submission.
Data Source:	All data is generated from either Headquarters or Regional staff that arrange for or perform the training. Some of the data comes from registration logs at training sessions.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

**03.07.03.02.02:** The Bureau will conduct compliance assistance audits and perform corrective actions at an additional five Bureau offices for a cumulative total of 18 audits conducted.

**PERFORMANCE MEASURE:** Cumulative number of Bureau locations at which compliance assistance audits are performed and corrective actions are undertaken.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	5	10	8	13	18

**Goal Description:**

The Bureau is instituting an environmental auditing program. The program will audit 100 percent of Bureau facilities and operations every 5 years. The purpose of the audits is to identify possible areas where the Bureau is not in compliance with environmental, cultural resources, and endangered species requirements. The Bureau will correct the problems by providing compliance assistance training to Bureau staff, improving recordkeeping, and, where budgetary resources allow, by funding corrective actions.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will conduct compliance assistance audits and perform corrective actions at five Bureau Field offices.
- **Report:** Not Achieved – The Bureau did not complete development of its internal auditing program in FY 2000. In addition, three audits were planned for the fourth quarter in conjunction with the EPA. EPA was unable to schedule the audits with their contractors because of internal contracting issues at EPA. The issues were resolved and two of the audits will now be completed in FY 2001. The development of the internal auditing program is nearing completion and the Bureau plans to begin audits under the program in the second half of FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was developed by Headquarters staff and reviewed by Regional and field level staff at a Bureau national environmental program meeting. The consensus of those involved was that collecting data on the number of audits performed had a direct bearing on the Bureau's ability to improve the condition of the environment in Indian Country.
Data Verification:	Data is collected and aggregated by Headquarters staff. Reporting is provided under GPRA requirements using the standard format implemented Bureauwide. All submissions are certified by the program Director prior to submission.
Data Source:	Final reports created from audits conducted.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

**03.07.03.03.02:** The Bureau will issue an additional 15 guidance documents on environmental management and endangered species preservation for a cumulative total of 35 guidance documents.

**PERFORMANCE MEASURE:** Cumulative number of guidance documents issued.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	5	20	5	20	35

**Goal Description:**

The Bureau currently has a few guidance documents available, particularly regarding the National Environmental Policy Act, however, additional guidance is required across all environmental, cultural resources, and endangered species programs. The Bureau has begun an effort to identify the guidance needed and to draft that guidance. In FY 2002, the Bureau will continue its effort in issuing 15 guidance documents.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will issue an additional 15 guidance documents on environmental management and endangered species preservation.
- **Report:** Not Achieved – The Bureau did not meet its target to develop guidance documents due to staff changes and other projects such as the development of the new audit program, participation in DOI-led efforts to develop a Greening Interior Strategy, projects which required enormous amounts of staff time. Drafts are completed of five IAM chapters. Drafts are in progress on four environmental audit guidance documents, a revised NEPA handbook, a general environmental policy, and a funding guidance document. The Bureau has advertised for an additional compliance staff person, who will focus on policy and guidance development.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was developed by Headquarters staff and reviewed by Regional and field level staff at a Bureau national environmental program meeting. The consensus of those involved was that collecting data on the number of guidance documents developed had a direct bearing on the Bureau's ability to improve the condition of the environment in Indian Country.
Data Verification:	Data is collected and aggregated by Headquarters staff. Reporting is provided under GPRA requirements using the standard format implemented Bureauwide. All submissions are certified by the program Director prior to submission.
Data Source:	Published guidance documents provide the data for reporting.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

**FY 2002 Performance Goal:**

**03.07.03.04.02:** The Bureau will provide technical or financial assistance to 85 Tribes in the areas of environmental management and endangered species preservation.

**PERFORMANCE MEASURE:** Number of Tribes to which the Bureau provides technical or financial assistance.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
--	--	75	59	85	85

**Goal Description:**

The Bureau will provide funding to Tribes for projects to inventory and protect endangered species or their habitats, close open dumps, remove underground storage tanks, and perform other environmental compliance projects. The Bureau will provide technical assistance to Tribes regarding the protection of cultural resources and assist Tribes in participating in the National Environmental Policy Act process undertaken by other Federal agencies.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** The Bureau will provide technical or financial assistance to 75 Tribes in the areas of environmental management and endangered species preservation.
- **Report:** Not Achieved – The Bureau did not achieve the projected target. This goal was new for FY 2000 and the estimated target level was based on the number of ongoing projects without the calculation of staff availability and the introduction of new environmental program activities under GPRA. With the new audit program in place, the addition of new staff, and improved GPRA data collection, the Bureau is confident that the goal will resume its original achievement schedule in FY 2001 with an expected level of 85 Tribes provided technical or financial assistance.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	This goal was developed by Headquarters staff and reviewed by Regional and field level staff at a Bureau national environmental program meeting. The consensus of those involved was that collecting data on the number of Tribes provided technical or financial assistance in the area of environmental management had a direct bearing on the Bureau's ability to improve the condition of the environment in Indian Country.
Data Verification:	Data is collected and aggregated by Headquarters staff. Reporting is provided under GPRA requirements using the standard format implemented Bureauwide. All submissions are certified by the program Director prior to submission.
Data Source:	Regional staff provide data on which Tribes have been given technical assistance and track the names of the Tribes and the kind of assistance given.
Data Limitations:	No limitations.
Planned Improvements:	No planned improvements.

	FY 2001 Enacted BA	FY 2002 Proposed BA
<b>Long-Term Goal 4:</b> By 2005, the Bureau will facilitate the growth of trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian landowners.	65,554	74,342

**FY 2002 PERFORMANCE GOAL:**

**03.07.04.01.02:** The Bureau will facilitate the growth of trust income by processing 37,000 trust transactions for Tribal and individual Indian landowners.

**PERFORMANCE MEASURE:** Number of annual trust transactions.

FY 98 Actual	FY 99 Actual	FY00 Plan	FY00 Actual	FY01 Plan	FY02 Proposed
33,000	35,000	37,000	35,400	37,000	37,000

**Goal Description:**

Multiple routine program functions are performed in the Real Estate Services and Environmental Services programs to facilitate trust transactions that result in income production from trust property. The Real Estate Services program ensures that Tribes and individual Indian owners of the trust lands receive the maximum economic return from these lands. Other trust programs facilitate the determination of property rights by financing dispute resolution processes. Ultimately, decrees and conditions enable the beneficial use of trust property leading to income production.

The Bureau will increase income and transactions by decreasing the processing time to complete transactions. Transaction time will be improved by modifying regulations governing processes. Additional staff will be added during FY 2002, but a larger increase in

transactions processed will not be realized until the new staff is hired and properly trained.

**FY 2000 PERFORMANCE REPORT:**

- **Goal:** By September 2000, the Bureau will facilitate the growth of trust income by processing an additional 2,000 trust transactions for Tribal and individual Indian land owners.
- **Report:** Not Achieved - The target was not met due to time constraints on the Bureau's Real Estate Services staff. The staff's time was devoted to addressing the Bureau's trust reform efforts, a high priority of the Department. With the redesignation of staff duties and improved data collection efforts under GPRA, the Bureau expects the goal to resume its original schedule with a target level of 37,000 transactions processed in FY 2001.

**DATA VALIDATION AND VERIFICATION**

Data Validation:	The goal was reviewed by Headquarters staff and determined to be measurable, clear, and is directly related to the goal activity. Collection of data on the number of trust transactions nationwide provides a valuable tool in determining the growth of trust income.
Data Verification:	Each of the Bureau's 12 Regional Offices collects and reviews the data for this goal. This information is then forwarded to Headquarters for verification and nationwide compilation. Data quality is determined by the checks and balances built into the format of the information request. The Division Chief certifies that the data collected is reliable and complete. All submissions are certified by the program Director prior to final submission.
Data Source:	The data is collected by the Bureau's 12 Regional Offices from their respective field offices. The collected data is compiled at the Regional level and forwarded to Headquarters.
Data Limitations:	The data is provided by each Regional Office in the same format. Some Regional offices have automated this report but others are compiling the information manually.
Planned Improvements:	The Bureau's Headquarters is in the process of developing a new reporting format for collection of this data. The new format will be available on a software computer program for use in the Regions. Nationwide computer standardization should provide for more accurate and timely responses.



## Section III

### *Additional GPRA Information*

#### 3.1 CUSTOMER SERVICE

The Bureau is strongly committed to improving the quality of services provided to its customers. Prior to FY 2000, the Bureau had conducted one overall customer satisfaction survey in FY 1996 without a resultant corrective action plan. The Bureau is taking a new approach to customer service and has decided to address the many programs and services it provides to

Indian Country through individual program surveys. The individual customer satisfaction surveys are set forth as goals within the Administrative goals section of the Performance Plan and will provide for separate feedback and corrective action plans for each program. The customer feedback from each survey will provide baseline data that will be outlined as goals to improve customer satisfaction within future performance plans.

#### 3.2 CROSSCUT ISSUES

LONG TERM-GOAL	CROSSCUTS
<b>Tribal Government</b> By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond implementation of new regulations under 25 CFR 15, 115, Trust Funds for Tribes and Individual Indians.	The Tribal Government program activity goal to strengthen Tribal Courts is also supported through the combined working efforts of the Bureau and DOJ. The Bureau's Office of Tribal Services works with DOJ as part of a cooperative effort to provide technical assistance in the form of program reviews for Tribal Courts.
<b>Public Safety and Justice</b> By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by reducing Part 1 (violent) Crimes by four percent.	The Bureau's Public Safety and Justice program activity is supported in part by its partnership with DOJ to fulfill the efforts to improve law enforcement in Indian Country. The Bureau will supplement the DOJ Indian detention center grants by proposing to staff the detention centers if DOJ builds them.
<b>Community Development</b> By 2005, the Bureau will improve human capital in Indian communities and reduce the unemployment rate in Indian Country to 38 percent.	<p>The Bureau's Community Development goal to improve the success of Tribal individuals reaching their education and employment objectives is supported by the <i>P.L. 102-477</i> program which combines the community development efforts of 12 programs within the Bureau, the Department of Health and Human Services, and the Department of Labor to improve education training and related services for Tribes. The Bureau awards the grants, coordinates activities among all three Federal agencies, and performs all grant functions, such as monitoring the Tribal programs.</p> <p>The Bureau works in conjunction with State, local, and county governments and the Departments of Agriculture, Commerce, Defense, Education, Health and Human Services, Housing and Urban Development, Justice, Labor, Treasury, and Transportation in fulfilling the goal of increasing business subsidy and the number of jobs created.</p> <p>Forest sales and permit efforts are coordinated in conjunction with the Environmental Protection Agency (EPA).</p>
By 2005, the IACB will promote the economic development of Indians through their arts and crafts work. The IACB will initiate 60 trademark registrations for Indian arts and crafts marketing purposes; promote 75 Indian art exhibitions; promote public awareness of authentic Indian art by increasing public access to museum property by 5 percent; and increase public awareness and understanding of the Indian Arts and Crafts Act of 1990.	The IACB will work in connection with other Indian arts and crafts organizations, tourism offices, arts humanities, and State Attorney Generals in accomplishing this goal.

LONG TERM-GOAL	CROSSCUTS
<b>Community Development (Continued)</b> By 2005, the Bureau will improve the quality of life in Indian communities.	<p>In carrying out the housing portion of this goal, the Bureau will work in conjunction with the Department of Housing and Urban Development and State and county housing authorities. The Bureau, through program operations and 638 contracts, provides financial and technical assistance to Tribes in completing all the different facets of construction that range from plumbing to inspections.</p> <p>Additionally, State, county, and Tribal Social Service offices will be contacted to assist the Bureau in providing social service and welfare reform improvements.</p>
By 2005, the Bureau will improve Highway Trust Fund (HTF) constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.	<p>The Bureau and the Federal Highway Administration (FHA) work in partnership to cooperate with State highway departments to conduct surveys, construct, reconstruct, and maintain Indian reservation roads. The Bureau works closely with the FHA as a result of the incorporation of the Bureau's Indian Reservation Roads program into the Federal Lands Highways Program by the Surface Assistance Transportation Act of 1982. The FHA and the Bureau jointly work to approve plans, specifications, and estimates for transportation projects, to monitor the work in progress, and inspect completed projects.</p>
<b>Community Development (Continued)</b> By 2005, the Bureau will improve the safety and functionality of Bureau schools and facilities for clients.	<p>Crosscutting efforts to improve the safety and functionality of facilities for Bureau clients include working with State and local governments to acquire environmental, archaeological, and historical clearances to obtain building permits. In addition, the Bureau will work with State and Regional Councils of Government to coordinate Regional land use and transportation planning. The Bureau will implement a cost share plan with the State of New Mexico and the American Indian College Fund to construct a Science and Technology Building at the Southwestern Indian Polytechnical Institute. In addition, coordination and technical advice by the Bureau relative to the detention construction program in Indian Country will continue to be provided to DOJ. (Since FY 1999, DOJ has provided funds to Tribes to construct detention facilities in Indian Country.) The Bureau also coordinates with the Indian Health Service (IHS) on community water and sewer systems and has an interagency agreement with the General Services Administration and the U.S. Army Corps of Engineers for the management of facilities improvement and repair projects.</p>
By 2005, the Bureau will ensure that Bureau-owned dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams and maintenance on 9 dams.	<p>The safety of dams goal requires the Bureau to work closely with the Bureau of Reclamation and Tribes to ensure that all efforts and resources are focused on the dams</p>
<b>Education</b> By the end of School Year 2004-2005, the Bureau will improve the succession of Indian students to each educational level from early childhood development to job placement.	<p>The Bureau works closely with the Department of Education, Tribes, students, and their parents to improve academic performance and school curriculum.</p>
By the end of School Year 2004-2005, the Bureau will provide for an improvement in technology, infrastructure, and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.	<p>The Bureau will seek assistance from the General Services Administration, worldwide web service providers and other network service providers to integrate the Bureau schools with the technology needed to accomplish the goal of improved information technology. Additionally, the Bureau will work with students and their parents on efforts to improve the safety and learning atmosphere within schools.</p>

LONG TERM-GOAL	CROSSCUTS
<b>Resources Management</b> By 2005, the Bureau will restore and enhance natural resources on Tribal Lands.	The reforestation goal is carried out by Tribes under contract or compact, pursuant to the provisions of <i>P.L. 93-638</i> , as amended.  Wetlands enhancement coordinates with the U.S. Fish and Wildlife Service, Environmental Protection Agency (EPA), state and county governments (Wisconsin, Minnesota and Michigan), and private organizations (i.e., Ducks Unlimited and the Nature Conservancy).
By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Fish Hatchery operation and maintenance programs.	To assist in the accomplishment of this goal, the Bureau will work in conjunction with State Fish and Game authorities and other Federal land management agencies to ensure treaty rights and access sites are protected and preserved.
By 2005, the Bureau will increase the number of Integrated Resource Management Plans (IRMPs) to 50.	The goal to increase the number of IRMPs includes coordinating efforts with several other bureaus, such as the Bureau of Land Management, the Bureau of Reclamation, the Office of Surface Mining, and the Fish and Wildlife Service. The plans will ideally be designed with Wildfire Management provisions.
<b>Trust Services</b> The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.	All evaluations are conducted solely by the Office of American Indian Trust. While the evaluations are conducted across all offices of the Department, these offices do not assist in the evaluation, but are the subject of the evaluation.
By 2005, the Bureau will improve the assistance provided to Tribes in establishing and defining water and land claims through negotiation.	The Bureau receives assistance and guidance from the Department of Justice, the EPA, and other State and local governments to continue with legal and technical research studies in Tribal water rights claims.
By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.	The application and enforcement of standards and regulations will require the Bureau to work in conjunction with Tribes and the EPA to ensure environmentally sound use of Indian lands. The environmental goals support the Department's <i>Natural Resource Damage Assessment and Restoration Program</i> through its audit and restoration activities.
By 2005, the Bureau will facilitate the growth of trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian land owners.	The Bureau will work in conjunction with Tribally-contracted real estate programs and the Office of the Special Trustee for American Indians to protect and preserve Indian trust assets and collect and accurately account for income due beneficiaries.

### 3.3 MANAGEMENT ISSUES

#### Management of Indian Trust Funds

The Department of the Interior, primarily through the Bureau of Indian Affairs and the Office of the Special Trustee for American Indians, has undertaken a multi-year effort to reform and improve the management of Indian trust assets. The DOI plan included three main components: Indian land consolidation; legislative settlement of Tribal accounts to correct known errors; and implementation of the High Level Implementation Plan to improve trust management.

The scope of the reform effort was expanded in 2000 in response to a 1999 United States District Court decision that identified four areas where the Department was deficient and was in breach of its trust duty as articulated in the *American Indian Trust Fund Management Reform Act*. The Department developed additional plans-

1. to collect information that may be available from outside sources that would supply missing information on Individual Indian Monies (IIM) accounts;
2. that establish retention periods for various trust documents;
3. for computer and business systems architectures used to carry out the trust activities; and,
4. for staffing trust management functions.

To monitor the Department's performance, the Court requires quarterly reports on progress made in meeting established objectives outlined in the revised High Level Implementation Plan and in rectifying the four breaches of trust.

**Land Consolidation:** On November 7, 2000, the *Indian Land Consolidation Act Amendment of 2000 (P.L. 106-462, 114 Stat. 1991)*, was signed into law. This new authority, combined with appropriations made to purchase fractional ownership interests in allotted lands, provides the Bureau with the tools needed to begin to address the exponential growth of fractionated interests in Indian land. Through February, 2001, 1,788 individuals have sold 29,236 undivided interests in allotted lands, 90 percent were interests of 2 percent or less. In addition to restoring ownership interests to

Tribes, the acquisitions allowed the Bureau to close 310 IIM accounts and will reduce the Department's future probate caseload by almost 700.

**Resolution of Tribal Trust Accounts:** The 106<sup>th</sup> Congress took no action on the Department's legislative proposal to pay known errors for Tribal trust accounts and to create a resolution process for disputed Tribal trust fund accounts. The Department is reviewing the issues to determine what modifications may be necessary prior to submitting a legislative proposal to the 107<sup>th</sup> Congress.

**High Level Implementation Plan:** Five of the 10 projects included in the February, 2000, revised High Level Implementation Plan are assigned to the Bureau.

- 1) **Data Clean Up:** The objective of this project is to ensure that Bureau records covering titles and leasing activities on approximately 170,000 tracts of land encompassing 56 million acres with 2 million owner interests are accurate and contain all information necessary to meet integrity and operational standards.
- 2) **Trust Asset and Accounting Management System (TAAMS):** A new automated system is being designed and implemented to replace the Land Records Information System (LRIS) and the Integrated Records Management System (IRMS). In addition to replacing the legacy systems, TAAMS will include an accounts receivable system and modules to assist in managing the appraisal and probate workloads. TAAMS will interface with the Office of the Special Trustee for American Indians, Office of Trust Fund Management's Trust Funds Accounting System (TFAS) and with the Minerals Management Service royalty distribution system. TAAMS is being used to process current title work in four Regions.
- 3) **Probate:** This project, under the joint management of the Bureau and the Department's Office of Hearings and Appeals (OHA), is implementing regulatory, policy, and procedural changes that will lead to timely processing of Indian trust estates, better ensuring that land ownership records are up-to-date

and that trust income from the estate is distributed to the lawful heirs. Additional staff have been hired in both organizations to meet current workload; the Bureau's revised regulations were published in January, 2001.

- 4) **Appraisals:** Prior to approving transactions involving trust or restricted land, the Bureau must ensure that the landowner is receiving appropriate compensation. Appraisals are the most common method of protecting the interests of the beneficial landowner. This project will upgrade the number and skills of Bureau appraisers; furnish appraisers with automated tools to improve productivity; ensure compliance with Federal appraisal standards; and eliminate appraisal backlogs.
- 5) **Policies and Procedures:** Most trust policies and procedures are outdated, incomplete, or non-existent. As a result, day-to-day operations may vary significantly at the field level. This project coordinates the development of up-to-date regulations, policy handbooks and operational manuals to ensure a consistent application of trust principles across the organization.

The work of implementing trust reform in the Bureau is a daunting task, requiring replacement of all automated systems, development of systems where none existed, establishing standards that will guide daily operations, training Bureau and Tribal staff on the new systems, policies, and procedures, and verifying land ownership records going back more than 100 years. The task is further complicated by on-going trust litigation that drains available staff and management resources that would otherwise be focused on implementation efforts. Based upon experience to date, it appears efforts to implement and institutionalize trust management reform will continue through much of the current decade.

#### **Deferred Maintenance**

The Bureau maintains and has oversight responsibilities for approximately 23.6 million square feet of space in more than 3,643 buildings (excluding quarters) in 26 states. Within the construction program, over 50 percent of the buildings are over 30 years old and over 20

percent are 50 years old. Thirty years is usually considered the useful life of a building. Health and safety code deficiencies exist at many of these facilities.

The Bureau has completed a Five Year Deferred Maintenance and Construction Plan for FY 2002 to 2006. The plan includes projections for education construction projects that include advanced planning and design, replacement school construction, employee housing repairs, and education facilities improvement and repair. The deferred maintenance plan also includes Public Safety and Justice projects which focus on the need for improvements and repairs to detention centers. The final area covered by the deferred maintenance plan is the validation and update of the existing Facilities and Construction Operations and Maintenance (FACCOM) inventory and deferred maintenance backlog databases to the Facilities Management Information System (FMIS).

#### **3.4 DATA COLLECTION, VERIFICATION AND VALIDATION**

There are various methods of data collection for quarterly reporting within the Bureau. Regional and Headquarter's office coordinators compile data collected from specialists in each program area covered by the plans. These specialists obtain their data through automated systems, physical data observances, and data collection instruments or logs. Regional coordinators input data into a Bureauwide status report developed for the field and submit the data to Headquarters with the written concurrence of the Regional Director. Once this data is received from the Regional Offices, the results are reviewed for accuracy, completeness and reliability in conjunction with Headquarters program coordinators to ensure the data was collected properly on a nationwide basis. The Headquarters coordinator then compiles the data received from the Regions into an overall quarterly report for their program and provides the report along with the program Director's written approval to the Bureau's Office of Planning, Budget and Management Support, Division of Budget, Branch of Strategic Planning.

When the compiled reports are received, the

Headquarters Strategic Planning staff inputs the final data into the Bureau's GPRA database system. The final data receives a three-tier review within the Office of Planning, Budget and Management Support before a final report is released. The database used in this process has limited access assigned to designated Headquarters staff to ensure the security of the data.

Many areas of reporting by the Bureau are limited due to Tribal contracting and/or compacting of program operations, pursuant to the provisions of *P.L. 93-638*, as amended. Under contract and/or compact, the Tribes are not required to provide reported data on a quarterly basis as is required of the Federal Government under GPRA. Additionally, since the Bureau's primary customers are Indian individuals and Tribes, information collection requirements and other statutes limit what the Bureau can require the customers to provide when collecting data. Field staff make every effort to obtain compliance from Tribes in providing data, impressing the necessity of this data to ensure the successful monitoring of the Bureau's efforts towards improved services through annual goal attainment. However, keeping in line with the core of Tribal sovereignty, some Tribes still exercise their right to provide information to the Bureau in line with only the negotiated contract or compact requirements.

In the face of these limitations and in an effort to provide true validity for the data that is reported, the Bureau has established a new requirement within the FY 2001 GPRA reporting form. The new reporting format includes a new column to report the total number of program and contract/compact participants for each

reporting area and a second column to report the number that have actually provided data for the current report. With this information included in the report, the Bureau will be able to measure the level of accuracy of all data collected. To further the effort of ensuring data quality, several programs have or are in the process of developing or revising their reporting formats and procedures. By developing standard formats and methods of data collection, these programs are ensuring that all data will be collected in a uniform manner on a nationwide basis.

In an effort to improve the quality of performance data, the Department has created a data validation and verification matrix which was utilized within this plan. The matrix established a set of criteria for validating and verifying each of the GPRA goals. The matrix also allows for easier review of data collection methodologies for each of our goal areas and sets forth the areas that need data improvement.

### 3.5 PROGRAM EVALUATIONS

Current methods of review include internal program reviews and the review of weekly and monthly reports, automated system data, inspection documents, school report cards, and data collection instruments. The Bureau will continue efforts to develop and implement program-by-program evaluation systems to review performance management for each of the GPRA Program Activities. Evaluation efforts will include both Headquarter and Field reviews with accountability measures for staff.

PROGRAM EVALUATIONS	SCOPE	METHODOLOGY	GOAL(S) AFFECTED	SCHEDULE
TRIBAL GOVERNMENT:	Assess effectiveness of training	External Review by participants receiving training	Long-term Goal 1	After each training course
	Assess the effectiveness of current reporting systems for training and technical assistance.	Internal review and Inspector General review of data collected for performance reporting.		Review was conducted on FY 2000 reporting data and data collection methodologies.

PROGRAM EVALUATIONS	SCOPE	METHODOLOGY	GOAL(S) AFFECTED	SCHEDULE
<b>PUBLIC SAFETY AND JUSTICE:</b>	Assess the effectiveness of Law Enforcement in Indian Country	Performance Evaluation	Long-term Goal 1	Annually (February)
<b>COMMUNITY DEVELOPMENT:</b>	Assess <i>P.L. 102-477</i> grantee operations	Program and on-site reviews	Long-term Goal 1	Each of the Grantees is reviewed once every 3 years
	Assess forest management program productivity	Annual accomplishment reports	Long-term Goal 1	Annually (March)
	Assess the effectiveness of the IACB trademark enforcement and promotion activities	Annual performance review by IACB Commissioners	Long-term Goal 2	Annually (March)
	Assess the effectiveness of the administration of the Housing Improvement Program	Program Evaluation	Long-term Goal 3	Annually (October)
	Assess the effectiveness of the administration of Welfare reform	Program Evaluation	Long-term Goal 3	Quarterly
	Assess the effectiveness and efficiency of the Road Maintenance program	Each one of the 12 Regional Road Maintenance Programs is reviewed bi-annually as part of the Indian Reservation Roads Process Review Program	Long-term Goal 4	Ongoing
	Assess the validity of data collection methods for the Road Maintenance Program	Internal Review of data collection procedures	Long-term Goal 4	Review was conducted of FY 2000 data and verification materials.
	Assess program requirements and conditions under school construction contracts/grants	Contract/grant evaluation and on-site monitoring.	Long-term Goal 5	Annually (September)
	Assess program requirements and conditions under FI&R project contracts/grants	Contract/grant evaluation and on-site monitoring.	Long-term Goal 5	Annually (September)
	Assess conversion of radio systems from wideband to narrow-band technology	Program evaluation	Long-term Goal 5	Annually (September)
	Assess unsafe and unserviceable fire trucks	Program evaluation Internal Review	Long-term Goal 5	Annually (September)

PROGRAM EVALUATIONS	SCOPE	METHODOLOGY	GOAL(S) AFFECTED	SCHEDULE
ADMINISTRATION AND SUPPORT SERVICES:	Assess the effectiveness of successful administrative processes	Internal Review	Long-term Goal 1	Annually
EDUCATION:	Assess quality of educational programs and services, leadership, technical assistance and administrative services	Administrative program reviews	Long-term Goals 1 and 2 Long-term Goal 2	Annually (January-March)
RESOURCES MANAGEMENT:	Assess Program requirements and conditions under restoration/enhancement program contracts/grants	Contract/grant evaluation and on-site monitoring	Long-term Goal 2	Annually according to grant/contract requirements
TRUST SERVICES:	Assess the effectiveness of the Departmental Manual-Mission activities	A-123 format Internal Control Review	Long-term Goal 1	Annually (September)
	Assess the administration and oversight of Land and Water, Real Estate and Dam Safety programs	Contract/grant evaluation and on-site monitoring	Long-term Goals 2,4 and 5	Annually according to grant/contract requirements
	Assess compliance with Federal environmental laws	Audits performed by EPA contractor	Long-term Goal 3	5 audits to be conducted annually

### 3.6 CAPITAL ASSETS PLANNING

Capital asset planning contributes and supports the Bureau's mission and goals. The 300B plans required by OMB Circular No. 11, Part 3, Planning, Budgeting and Acquisition of Capital Assets, are used as planning tools for new projects and as monitoring tools for ongoing current projects greater than \$2.0 million. The Capital Assets 300B plan reports, which provide an accounting and status of major capital acquisitions, are submitted to the Bureau Capital Asset Official each quarter. The reports are then summarized for the Capital Asset Executive Committee. The Capital Asset Executive Committee reviews all capital asset \$2.0 million or greater. Capital Asset projects greater than \$10.0 million are sent to the Department's Capital Asset Executive Committee for further review. Schools to be constructed under goal 02.03.05.01.01 and 02.03.05.01.02 that require capital assets planning include:

#### FY 2001

- Baca Thoreau Consolidated Community School, NM
- Lummi Tribal School, WA
- Wingate Elementary School, NM
- New Science Building, Southwest Polytechnic Institute, NM

#### FY 2002

- Wingate Elementary School, NM - Phase II
- Polacca Day School, AZ
- Holbrook Dormitory, AZ
- Santa Fe Indian School, NM - Phase I
- Ojibway Indian School, ND
- Paschal Sherman Indian School, WA



Dams receiving construction under goal 02.03.06.01.02 that require capital assets planning include:

- Many Farms Dam, AZ
- Canyon Diablo Dam, AZ

Systems implemented under the Administrative Support mission that require capital assets planning include:

- Trust Asset and Accounting Management System (TAAMS)

### **3.7 USE OF NON-FEDERAL PARTIES IN PREPARING THIS ANNUAL PLAN**

The Bureau has not used non-Federal parties to draft its Annual Plan or Program Performance Report.

### **3.8 WAIVERS FOR MANAGERIAL ACCOUNTABILITY AND FLEXIBILITY**

The Bureau has no proposed waivers for administrative procedural requirements and controls at this time.

# Appendix I

## *FY 2000 Performance Goals At-a Glance*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2000 ANNUAL GOAL
<b>TRIBAL GOVERNMENT MISSION GOAL:</b> To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.	By 2005, the Bureau will promote Indian Self Determination by enhancing P.L. 93-638 training and technical assistance by more than 200 percent and minimizing impediments to Tribal contracting, compacting and grants.	The Bureau will promote Indian Self Determination by enhancing training and technical assistance by 16 percent and minimizing the impediment of limited Contract Support funding to Tribal contracting, compacting and grants.
	By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to the expansive caseload arising from efforts to reduce crime in Indian Country.	The Bureau will implement and complete stage two of a multi-year implementation plan to improve Tribal Justice Systems and enforce the requirements of <i>P.L. 103-176</i> , the Indian Tribal Justice Act.
<b>PUBLIC SAFETY AND JUSTICE MISSION GOAL:</b> To provide quality investigative and police services and technical expertise to Tribes.	By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by providing a 7 percent reduction in the 1998 Indian Country crime rate of 2,371 Class I and Class II offenses per 10,000 inhabitants.	The Bureau will reduce the Indian Country crime rate from 2,347 crimes per 10,000 inhabitants to 2,323 crimes per 10,000 inhabitants.
<b>COMMUNITY DEVELOPMENT MISSION GOAL:</b> Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.	By 2005, the Bureau will improve human capital in Indian communities. The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives from 70 to 90 percent. The Bureau will leverage private sector funding to provide 90 additional businesses to the current 45 businesses and create/sustain 1,000 additional jobs beyond the current 957 jobs that have been created in Indian communities. The Bureau will also provide for the administration of forest product sales and permits.	The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives to 80 percent.
		The Bureau will provide subsidy leverage to allow for private sector funding of 54 businesses that will create or sustain 1,000 jobs.
		The Bureau will provide for the administration of forest product sales and permits involving 650 million board feet.
	By 2005, the Indian Arts and Crafts Board (IACB) will promote the economic development of Indians through their arts and craft work. The IACB will initiate 60 trademark registrations for Indian arts and crafts marketing purposes; promote 75 Indian art exhibitions; promote public awareness of authentic Indian art by increasing public access to museum property by 5 percent; and increase public awareness and understanding of the Indian Arts and Crafts Act of 1990.	The IACB will establish a trademark registration program.  The IACB will promote an additional 15 Indian artist exhibitions.  The IACB will increase public access to museum property by one percent.

<sup>1</sup>The separate measure for technical assistance was added to the FY 2000 goal as a necessary means of determining the Bureau's enhancement efforts and the success of this goal.

TARGET PERFORMANCE	ACTUAL RESULTS	COMMENTS
Training 15 Tech. Assistance <sup>1</sup> 50  90%	Training 22 Tech. Assistance 57  88.5%	The Bureau exceeded its expected training and workshop numbers for FY 2000.  The Bureau did not meet the projected target.
Stage 2 Completion	Completed 2/3 of Stage 2	The Tribal Courts program did not hold the Tribal Judicial Conference.
2,323	2,719	While the Bureau did not achieve the decrease in the crime rate that was projected, a reduction in the number of Part I (violent crimes) was realized. Homicide was reduced by 52.1 percent; forcible rape by 8.2 percent; burglary by 72.9 percent and arson by 27.3 percent. Increases in the crime rate are primarily attributed to offenses other than Part I with the major increases showing in Liquor Laws - 53.6 percent; Drunkenness - 30.9 percent; and ARPA violations 437.5 percent.
Success Rate 80%	Success Rate 84%	The Bureau exceeded its projected goal target.
Subsidized 54 Jobs 1000	Subsidized 41 Jobs 843	The target level was not met for FY 2000. The Bureau subsidized larger investment portfolios and restructured problem loans which subsidized 41 businesses with the available loan ceiling. The businesses did create the highest numbers of jobs possible within the available loan funding.
Board feet 650	Board feet 509	Two factors contributed to the harvest level being lower than the annual goal. The first factor being the extreme forest fire season of the summer of 2000. Extreme fire danger in the forest results in cessation of harvesting activities until conditions improve. The second factor is a decline in the timber market.
100 percent Program Establishment	Program not established	The target level was not met for FY 2000 due to continued differences between the Indian Arts and Crafts Act of 1990 and the Lanham Act and possible proposed amendments to the trademark provisions of the Indian Arts and Crafts Act.
Exhibitions 44	Exhibitions 44	The IACB met its goal for artist exhibitions.
Visitors 100,424	Visitors 606,662	The IACB exceeded its goal for FY 2000 by benefitting from an active year in loaning artwork to other institutions.

## *FY 2000 Performance Goals At-a-Glance - continued*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2000 ANNUAL GOAL
COMMUNITY DEVELOPMENT (continued)	By 2005, the Bureau will improve the quality of life in Indian Communities.	The Bureau will provide repair or replacement work for an additional 548 of the 4,775 eligible housing applicants.
		The Bureau will increase the number of Tribes operating comprehensive welfare plans to 25.
		The Bureau will assist 0 adult care facilities in obtaining State Medicaid provider status.
		The Bureau will assist 15 Tribes in establishing/utilizing alcohol and substance abuse prevention programs.
	By FY 2005, the Bureau will improve Highway Trust Fund (HTF) constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.	The Bureau will maintain 1,600 miles of Highway Trust Fund constructed roads.
		The Bureau will maintain 10,000 miles of Bureau system roads (all surface types) to a safe standard.
		The Bureau will maintain 490 Bureau system bridges to address urgent safety deficiencies, preventive maintenance, and routine maintenance per inspection reports.
	By 2005, the Bureau will improve the safety and functionality of Bureau schools and facilities for clients.	The Bureau will replace three elementary and secondary schools on the Education Facilities Replacement Construction Priority List.
		The Bureau will award 12 Facilities Improvement and Repair (FI&R) projects to reduce unsafe conditions at Bureau facilities.
		The Bureau will prepare an additional 12 radio sites for conversion to narrowband technology.
The Bureau will replace two of the 25 fire trucks noted on the 1997 Fire truck List as being unsafe or unserviceable, for a cumulative total of 17 replaced.		
By 2005, the Bureau will ensure that Bureau-owned dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams.	The Bureau will complete repair construction on two dams in FY 2000 for a total of 16 dams completing construction.	

TARGET PERFORMANCE	ACTUAL RESULTS	COMMENTS
Cumulative Number Assisted 1,348	Cumulative Number Assisted 1,240	Due to Tribal consultation and the new distribution methodology for HIP funds implemented in FY 2000, resources were not distributed until late in the fiscal year.
Cumulative Plans 25	Cumulative Plans 35	The Bureau exceeded the projected goal target.
Adult Care Facilities 0	Adult Care Facilities 0	Funding was not appropriated for FY 2000 to provide assistance to adult care facilities. This goal will be discontinued in FY 2001 due to continued non-appropriation of funding.
Tribes 15	Tribes 0	The Office of Alcohol and Substance Abuse Prevention was unable to conduct the technical assistance with Tribes outlined in the Plan or to perform its function to meet mandates outlined in <i>P.L. 99-570</i> .
Miles 1,600	Miles 1,600	The Bureau met its projected target.
Miles 10,000	Miles 11,500	The Bureau exceeded its projected target.
Bridges 490	Bridges 492	The Bureau exceeded its projected target.
Schools 3 Cumulative 13	Schools 3 Cumulative 13	The Bureau met its projected target. The schools receiving construction under this goal were based on the 1993 Education Facilities Replacement Construction Priority list.
Projects 12	Projects 6	The goal was not met because the staff within the Office of Facilities Management and Construction had to redirect their efforts toward the awarding and obligation of the New School Replacement projects as a priority.
Converted 12 Cumulative 22	Converted 4 Cumulative 14	The goal was not met due to the necessary use of funds for priority repair and replacement to backbone telecommunications equipment.
Trucks 2 Cum=17	Trucks 2 Cum=17	The Bureau met its projected target.
Dams 16	Dams 15	McDonald Dam in Montana completed rehabilitation construction. However, the Washakie Dam was not completed due to major seepage noted during the first filling following rehabilitation construction, causing the Bureau to fall short of its goal by 1.

## *FY 2000 Performance Goals At-a-Glance - continued*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2000 ANNUAL GOAL
<b>ADMINISTRATIVE AND SUPPORT SERVICES MISSION GOAL:</b> Improve the fiscal integrity and internal controls in the areas of property management, procurement, and finance and improve processes for management and employee improvement.	The Bureau will provide for continued achievement of minimum acceptable standards for successful administrative processes by improving internal controls and eliminating identified material weaknesses/high risk factors, producing unqualified opinions to the financial statements, maintain prompt payment performance at 97 percent, and utilizing customer service surveys to measure efficiency, timeliness and overall quality of Bureau customer service.	The Bureau will reduce an additional 15 percent of the basis for qualifications to the Annual Financial Statement.
		The Bureau will bring prompt pay performance up to 96 percent.  The Bureau will develop a customer service survey to measure customer satisfaction with the Office Tribal Services.
<b>EDUCATION MISSION GOAL:</b> To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.	By end of School Year 2004-2005, the Bureau will improve the succession of Indian students to each educational level from early childhood development to job placement.	The Bureau will improve the percentage of students proficient in Math and Language Arts by 8 percent.
		The Bureau will improve the attendance rate at Bureau/Tribal schools by 0.5 percent.
		The Bureau will improve the percentage of teachers proficient in new assessments by 5 percent.
		The Bureau will provide for 100 percent accreditation at Bureau and Tribal schools.
		The Bureau will confer 1,138 degrees at Tribally Controlled Community Colleges and post secondary schools.
	By the end of School Year 2004-2005, the Bureau will provide for an improvement in technology, infrastructure, and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.	The Bureau will provide 1,000 replacement computers for classroom use.
		The Bureau will connect an additional 52 schools to Internet access.
		The Bureau will improve the percentage of teachers proficient in technology use by 9 percent.  The Bureau will provide for a 10 percent reduction in the incidences of violence among students.  The Bureau will provide student transportation mileage funding comparable to the national average through an increase of 0.16 per mile.

TARGET PERFORMANCE	ACTUAL RESULTS	COMMENTS
70%	0%	The Bureau exceeded the goal by receiving an unqualified audit opinion for FY 2000. Because the Bureau has received an unqualified audit opinion for two years, this goal has been refocused to concentrate on addressing internal controls to improve administrative processes.
Prompt Pay 96	Prompt Pay 86	The Bureau relocated its accounting operations from Albuquerque, NM to Reston, VA. Payments were administered by the National Business Center, but files had to be transferred to Denver, CO.
Survey Developed	Survey Developed	The Survey for the Office of Tribal Services was fully developed and is in the Office of Management and Budget clearance process.
Math 47%	Math 50%	The Bureau exceeded the projected target by providing for a combined increase of 14 percent within the Math and Language Arts programs.
Language Arts 45%	Language Arts 48%	
Attendance 91.5%	Attendance 90%	The Bureau did not achieve the projected target. However, based upon the school report card, 72 schools or 41 percent of the 173 Bureau schools have met or exceeded the target level for FY 2000.
Proficiency 59%	Proficiency 68%	The Bureau exceeded its projected target. The combined percentages of the proficient category of 47percent and the advance category of 21 percent equates to 68 percent of teachers proficient or better in new assessments.
Accreditation 100%	Accreditation 96%	Accreditation was four percent short of the projected goal. The Bureau is re-evaluating and adjusting target levels for this goal based on programs ability to effect actual change within the areas noted in the School Accreditation Report.
Degrees 1,138	Degrees 1,395	The Bureau exceeded its projected target.
Computers 2,826	Computers 2,076	The Bureau did not achieve the projected goal target. This goal was based on a Y2K initiative which has been discontinued in FY 2001.
Schools Connected 150	Schools Connected 185	The Bureau exceeded its projected target. All schools have been connected to the Internet and the goal has been completely fulfilled.
Technology Use 54%	Technology Use 67%	The Bureau exceeded its projected target. The combined percentages of the proficient category of 47 percent and the advance category of 20 percent equates to 67 percent of teachers proficient or better in technology use.
Incidences 11,097	Incidences 10,706	The Bureau exceeded its projected reduction in the incidences of violence.
Mileage Funding 2.26	Mileage Funding 2.30	The Bureau exceeded the projected goal by providing a 0.20 increase in Student Transportation funding for FY 2000.

## FY 2000 Performance Goals At-a-Glance - continued

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2000 ANNUAL GOAL
<b>RESOURCES MANAGEMENT MISSION GOAL:</b> To assist American Indian and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.	By 2005, the Bureau will restore and enhance natural resources on Tribal Lands.	The Bureau will provide for the reforestation and improvement of an additional 15 percent of the 1.3 million acres of forest lands needing treatment. The Bureau will provide for the restoration of 80,000 acres of trust lands infested with noxious weeds to productive agronomic uses. The Bureau will provide for the enhancement of 6,500 acres of wetlands. The Bureau will provide support for an additional 90 Tribal water management projects.
	By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery Operation and Maintenance programs.	The Bureau will provide for the exercise of off-reservation treaty rights by 41 Tribes. The Bureau will provide assistance in support of 50 Tribal Management programs. The Bureau will provide support for 17 maintenance projects for fishing access sites. The Bureau will provide support for 50 Tribal Fish Hatchery maintenance projects.
	By 2005, the Bureau will increase the number of IRMPs to 50.	The Bureau will increase the number of Tribes developing IRMPs by establishing an additional five planning grants.
	The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.	The Bureau will perform 67 trust evaluations.
	By 2005, the Bureau will improve the assistance provided to Tribes in establishing and defining water and land claims through negotiation.	The Bureau will assist 57 Tribes by procuring defense services or private counsel in support of water and land claims. The Bureau will fund 20 Departmental teams involved in land and water quantitative negotiations and implementation of Indian land and water rights claims. The Bureau will fund 80 project proposals for technical research and studies.
<b>TRUST SERVICES MISSION GOAL:</b> Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.		



TARGET PERFORMANCE	ACTUAL RESULTS	COMMENTS
195,000	194,957	The Bureau barely fell short of achieving this goal. The extreme forest fire season of the summer of 2000 resulted in a brief cessation of reforestation activities until forest conditions improved.
Acres 80,000 Cum=240,000	Acres 110,000 Cum=270,000	The Bureau exceeded its projected target.
Acres 6,500 Cum=23,332	Acres 7,266 Cum=24,098	The Bureau exceeded its projected target.
200	200	The Bureau met its projected target.
41	41	The Bureau met its projected target.
50	50	The Bureau met its projected target.
17	17	The Bureau met its projected target.
50	56	The Bureau exceeded its projected target.
17	24	The Bureau exceeded its projected target.
67	67	The Bureau met its projected target.
57	57	The Bureau met its projected target.
20	20	The Bureau met its projected target.
80	83	The Bureau exceeded its projected target.

## *FY 2000 Performance Goals At-a-Glance - continued*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2000 ANNUAL GOAL
TRUST SERVICES (continued)	By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.	The Bureau will train 500 Bureau and Tribal employees in the areas of environmental management and endangered species preservation.
		The Bureau will conduct compliance assistance audits and perform corrective actions at five Bureau agency and field offices.
		The Bureau will issue an additional 15 guidance documents on environmental management and endangered species preservation.
		The Bureau will provide technical or financial assistance to 75 Tribes in the areas of environmental management and endangered species preservation.
	By 2005, the Bureau will facilitate the growth of trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian landowners.	By September 2000, the Bureau will facilitate the growth of trust income by processing an additional 2,000 trust transactions for Tribal and individual Indian landowners.

TARGET PERFORMANCE	ACTUAL RESULTS	COMMENTS
Trainees 500 Cum=750	Trainees 405 Cum=655	The Bureau did not achieve the goal.
10	8	The Bureau did not achieve the goal. EPA was unable to schedule the 2 audits with their contractors because of internal contracting issues at EPA.
20	5	The Bureau did not achieve the projected target due to staff changes and other unplanned projects.
75	59	The Bureau did not achieve the goal. The goal was new for FY 2000 and the estimated target level was based on the number of ongoing projects without the calculation of staff availability and the introduction of new environmental program activities under GPRA.
37,000	35,400	The target was not met due to time constraints on the Bureau's Real Estate Services staff. The staff's time was devoted to addressing the Bureau trust reform efforts, a high priority of the Department.

# Appendix

## *FY 2001 Performance Goals At-a-Glance*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2001 ANNUAL GOAL
<b>TRIBAL GOVERNMENT MISSION GOAL:</b> To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.	By 2005, the Bureau will promote Indian Self-Determination by enhancing training and technical assistance by more than 200 percent and minimizing impediments to Tribal contracting, compacting and grants.	The Bureau will promote Indian Self-Determination by providing 22 P.L. 93-638 training sessions and 200 technical assistance sessions and minimizing the impediment of limited contract support funding to Tribal contracting, compacting and grants.
	By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to the expansive caseload arising from efforts to reduce crime in Indian Country.	The Bureau will implement and complete stage three of a multi-year implementation plan to improve Tribal Justice Systems and enforce the requirements of P.L. 103-176, the Indian Tribal Justice Act.
<b>PUBLIC SAFETY AND JUSTICE MISSION GOAL:</b> To provide quality investigative and police services and technical expertise to Tribes.	By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by reducing Part I (violent) Crimes by four percent.	The Bureau will reduce Part I (violent) crimes from 172 per 10,000 inhabitants to 170.
<b>COMMUNITY DEVELOPMENT MISSION GOAL:</b> Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.	By 2005, the Bureau will improve human capital in Indian communities and reduce the unemployment rate in Indian Country to 38 percent.	The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives to 87 percent.
		The Bureau will provide subsidy leverage to allow for private sector funding of 45 businesses that will create or sustain 900 jobs.
		The Bureau will increase Tribal revenue and jobs by ensuring that Forest product sales total 650 million board feet.
	By 2005, the IACB will promote the economic development of Indians through their arts and craft work. The IACB will initiate 60 trademark registrations for Indian arts and crafts marketing purposes; promote 75 Indian art exhibitions; and promote public awareness of authentic Indian art by increasing public access to museum property by 5 percent; and increase public awareness and understanding of the Indian Arts and Crafts Act of 1990.	The IACB will initiate the registration of 15 trademarks for individual Indians and Tribes.
		The IACB will promote an additional 15 Indian artist sale exhibitions.
		The IACB will increase public access to museum property to 612,729.
	By 2005, the Bureau will improve the quality of life in Indian communities.	The Bureau will provide repair or replacement work to an additional 656 applicants for a total of 1,896 eligible housing applicants served.
		The Bureau will increase the number of Tribes operating comprehensive welfare plans to 45.

TARGET PERFORMANCE	FY 2001 ENACTED FUNDING *	MODIFICATIONS/CHANGES
Training 22  Technical Assistance 200	362,105	New reporting formats have greatly increased the levels being reported for this goal, which required re-wording of target levels. The Contract Support portion of this goal has been discontinued.
Stage 3 Complete	11,260	No change to this goal.
Part I Crime 172 per 10,000 inhabitants	152,652	This goal was refocused to concentrate law enforcement efforts on decreasing the rate of violent crimes in Indian Country.
Success Rate 87%	45,952	No change to this goal.
Subsidized 45 Jobs 900		Target levels were adjusted based on FY 2000 achievement.
Board Feet 650 million		This goal was reworded to better reflect the contribution it provides to Tribal communities.
Program Established Trademarks 15	1,021	No change to this goal.
Cumulative Exhibitions 59		Target levels were adjusted based on FY 2000 achievement.
Visitors 612,729		Target levels were adjusted based on FY 2000 achievement.
Cumulative Number Assisted 1,896	158,091	Target levels were adjusted based on FY 2000 achievement.
Cumulative Plans 45		Target levels were adjusted based on FY 2000 achievement.

## *FY 2001 Performance Goals At-a-Glance - continued*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2001 ANNUAL GOAL
COMMUNITY DEVELOPMENT (continued)	By 2005, the Bureau will improve Highway Trust Fund (HTF) constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.	The Bureau will maintain 1,800 miles of paved HTF and Bureau system roads.
		The Bureau will maintain 12,000 miles of other surface type Bureau system roads.
		The Bureau will inspect and maintain 492 Bureau system bridges.
	By 2005, the Bureau will improve the safety and functionality of Bureau schools and facilities for clients.	The Bureau will begin replacement construction on 6 primary and secondary schools on the FY 2000 Replacement School Construction Priority List.
		The Bureau will award 15 Facilities Improvement and Repair (FI&R) projects to reduce unsafe conditions at educational, administrative, and law enforcement facilities.
		The Bureau will prepare 10 radio sites for conversion to narrowband technology.
ADMINISTRATIVE AND SUPPORT SERVICES <b>MISSION GOAL:</b> Improve the fiscal integrity and internal controls in the areas of property management, data and records management, procurement, and finance and improve processes for management and employee improvement.	By 2005, the Bureau will ensure that Bureau-owned dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams and maintenance on 9 dams.	The Bureau will replace an additional 3 of the 25 fire trucks noted on the 1997 fire truck list as being unsafe and unserviceable.
		In FY 2001, the Bureau will complete rehabilitation construction on two dams for a total of 17 dams with completed construction and will complete recurring and repair maintenance on 5 dams for a total of 9 dams with completed repair maintenance.
		The Bureau will improve 2 of the 9 internal controls cited by the Inspector General in FY 1999 to eliminate administrative weaknesses and ensure an unqualified audit opinion.
		The Bureau will bring prompt pay performance up to 97 percent.
		The Bureau will obtain clearance and distribute a Tribal Services customer service survey.

\* All dollar amounts are in thousands

TARGET PERFORMANCE	FY 2001 ENACTED FUNDING *	MODIFICATIONS/CHANGES
Miles 1,800	26,669	Goal was modified to include all paved roads.
Miles 12,000		Target levels were adjusted based on FY 2000 achievement.
Bridges 492		Target levels were adjusted based on FY 2000 achievement.
2000 List Schools 6	405, 566	This goal reflects the schools to be replaced on the FY 2000 Education Facilities Replacement Construction Priority list.
Projects 15		No change to this goal.
Converted 10 Cumulative 24		No change to this goal.
Trucks 3 Cumulative 20		No change to this goal.
Dams Complete 2 Cumulative 17 ----- Dam Maintenance 5 Cumulative 9	25,209	The goal has been modified to include dam maintenance efforts.
Internal Controls 2 Cumulative 2	119,361	This goal is new for FY 2001. The Bureau will concentrate on improving internal controls to improve administrative processes.
Prompt Pay 97%		No change to this goal.
Survey Cleared and Distributed		No change to this goal.

## *FY 2001 Performance Goals At-a-Glance - continued*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2001 ANNUAL GOAL
<b>EDUCATION MISSION GOAL:</b> To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.	By the end of School Year 2004-2005, the Bureau will improve the succession of Indian students to each educational level from early childhood development to job placement.	The Bureau will provide for a 4 percent increase in the proficiency of students in the areas of Math and Language Arts.
		The Bureau will improve the attendance rate at Bureau and Tribal schools by 1 percent.
		The Bureau will improve the percentage of teachers proficient in new assessments by 5 percent.
		The Bureau will maintain a 96 percent accreditation rate at Bureau and Tribal schools.
	By the end of SY 2004-2005, the Bureau will provide for an improvement in technology, infrastructure, and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.	The Bureau will confer 1,395 degrees at Tribally Controlled Community Colleges and post-secondary schools.
		The Bureau will complete broad band cabling for improved internet connections at all 185 schools.
		The Bureau will improve the percentage of teachers proficient in technology use by 4 percent.
		The Bureau will provide for a 10 percent reduction in the incidences of violence among students.
<b>RESOURCES MANAGEMENT MISSION GOAL:</b> To assist American Indian and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.	By 2005, the Bureau will restore and enhance natural resources on Tribal Lands.	The Bureau will provide for a 10 percent reduction in the incidences of violence among students.
		The Bureau will provide for \$2.27 in Indian student transportation funding in an effort to bring funding up to a rate comparable to the national average.
		The Bureau will provide for the reforestation and improvement of 20 percent of the 1.3 million acres of forest lands needing treatment.
		The Bureau will provide for the restoration of 80,000 acres of trust lands infested with noxious weeds to productive agronomic uses.
		The Bureau will provide for the enhancement of 6,500 acres of wetlands.
		The Bureau will provide support for 225 Tribal water management projects.



TARGET PERFORMANCE	FY 2001 ENACTED FUNDING*	MODIFICATIONS/CHANGES
Math 54%	450,652	The goal has been modified to calculate proficiency increases individually to each area of study.
Language 52%		
Attendance 91%		
Proficiency 73%		
Accreditation 100%		
Degrees 1,395		Target levels were adjusted based on FY 2000 achievement.
Schools Cabled 185	94,594	Target levels were adjusted based on FY 2000 achievement.
Proficiency 71%		Target levels were adjusted based on FY 2000 achievement.
Incidences 9,635		Target levels were adjusted based on FY 2000 achievement.
Mileage Funding \$2.27		Target levels were adjusted based on FY 2000 achievement.
Acres 65,043 Cumulative 260,000	92,851	This is a new goal for FY 2001.
Acres 80,000 Cumulative 350,000		No change to this goal.
Acres 6,500 Cumulative 30,598		No change to this goal.
Projects 225		No change to this goal.

## *FY 2001 Performance Goals At-a-Glance - continued*

GPRA PROGRAM ACTIVITY	LONG-TERM GOAL	FY 2001 ANNUAL GOAL
RESOURCES MANAGEMENT MISSION GOAL (continued)	By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery operation and maintenance programs.	The Bureau will provide for the exercise of off-reservation treaty rights by 43 Tribes.
		The Bureau will provide assistance in support of 17 inter-Tribal resource co-management programs.
		The Bureau will provide support for 23 maintenance projects for fishing access sites.
	By 2005, the Bureau will increase the number of Integrated Resource Management Plans (IRMPs) to 50.	The Bureau will provide support for 50 Tribal Fish Hatchery maintenance projects.
TRUST SERVICES MISSION GOAL: Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.	The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.	The Bureau will increase the number of Tribes developing IRMPs by establishing an additional 8 planning grants.
	By 2005, the Bureau will improve the assistance provided to Tribes in establishing and defining water and land claims through negotiation.	The Office of American Indian Trust (OAIT) will perform 67 trust evaluations.
		The Bureau will assist 63 Tribes by procuring defense services or private counsel in support of water and land claims.
		The Bureau will fund 20 Departmental teams involved in land and water quantitative negotiations and implementation of Indian land and water rights claims.
	By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.	The Bureau will fund 80 project proposals for technical research and studies.
		The Bureau will train 500 Bureau and Tribal employees in the areas of environmental management and endangered species preservation.
		The Bureau will conduct compliance assistance audits and perform corrective actions at 5 Bureau Field offices.
		The Bureau will issue an additional 15 guidance documents on environmental management and endangered species preservation.
	By 2005, the Bureau will facilitate the growth of trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian land owners.	The Bureau will provide technical or financial assistance to 85 Tribes in the areas of environmental management and endangered species preservation.
		The Bureau will facilitate the growth of trust income by processing 37,000 trust transactions for Tribal and individual Indian landowners.

TARGET PERFORMANCE	FY 2001 ENACTED FUNDING*	MODIFICATIONS/CHANGES
Tribes Assisted 43	34,870	No change to this goal.
Programs 17		The Bureau has modified the goal to reflect only those program areas that the Bureau truly has oversight capability for that are within the inter-Tribal co-management programs of the Bureau's Resources Management program.
Projects 23		No change to this goal.
Projects 50		No change to this goal.
Grants 12 Cumulative 36	1,911	No change to this goal.
Evaluations 67	806	No change to this goal.
Tribes Assisted 63	66,545	No change to this goal.
Teams 20		No change to this goal.
Project Proposals 80		No change to this goal.
Trainees 500 Cumulative 1,155	20,590	No change to this goal.
Audits 5 Cumulative 13		No change to this goal.
Guidance Docs 20		No change to this goal.
Tribes Assisted 85		No change to this goal.
Transactions 37,000	65,554	No change to this goal.



**FOR FURTHER INFORMATION, CONTACT:**

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